

Byron Shire Council

Operational Plan Quarterly Report Q3

**Our progress towards the
2021/22 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.



Contact Council

In person:	70 Station St, Mullumbimby NSW Byron Visitors Centre, Jonson St, Byron Bay PO Box 219, Mullumbimby NSW 2482
Postal Address:	8.30am to 4.30pm Mon-Fri
Office Hours:	02 6626 7000
Phone:	02 6684 3018
Fax:	council@byron.nsw.gov.au
Email:	www.byron.nsw.gov.au
Web:	www.facebook.com/byronshire.council
Social media:	02 6622 7022
Emergency After Hours	

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

Contents

Community Objective 1: Infrastructure	5
1.1: Provide a road network which is safe, accessible and maintained to an acceptable level of service	5
1.2: Provide essential services and reliable infrastructure which meet an acceptable community standard	14
1.3: Support, through partnership, a network of integrated sustainable transport options	23
1.4: Provide a regular and acceptable waste and recycling service	25
1.5: Provide continuous urban water and sewerage services within the Shire	28
1.6: Manage traffic and parking in an efficient manner	35
Community Objective 2: Community	38
2.1: Support and encourage our vibrant culture and creativity	38
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	43
2.3: Provide accessible, local community spaces and facilities	47
2.4: Enhance community safety and amenity while respecting our shared values	54
2.5: Encourage community appreciation of cultural vitality and diversity	62
Community Objective 3: Environment	63
3.1: Partner to protect and enhance our biodiversity, ecosystems and ecology	63
3.2: Strive to become a sustainable community	70
3.3: Partner to protect and enhance the health of the Shire's coastlines, estuaries, waterways and catchments	74
3.4: Support and secure our farming future	77
Community Objective 4: Growth	78
4.1: Support the visions and aspirations of local communities through place-based planning and management	78
4.2: Support housing diversity in appropriate locations across the Shire	85
4.3: Promote and support local business development, education and employment opportunities	86
4.4: Support tourism and events that reflect our culture and lifestyle	87
4.5: Work to improve community resilience in our changing environment	88
Community Objective 5: Governance	89
5.1: Engage and involve community in decision making	89
5.2: Create a culture of trust with the community by being open, genuine and transparent	94
5.3: Deliver a high level of customer service	101
5.4: Manage Council's assets and allocate resources in a fair and holistic manner	103
5.5: Manage Council's finances sustainably	106
5.6: Manage Council's resources sustainably	111

Community Objective 1: Infrastructure

We have infrastructure, transport and services which meet our expectations

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


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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.1.1	Implement annual rural drainage planned maintenance works	Completion of works / budget expended	Planned maintenance ongoing as required however resources currently focused on major urban CRMs with this work continuing to clear backlog and now impacted by natural disaster flood event	On Track	▶
1.1.1.2	Deliver gravel resheeting program	Completion of program	programmed works to continue but impacted by natural disaster flooding event	On Track	▶
1.1.1.3	Deliver Bridge Maintenance Works Program	Works complete on site	Costs for the Orana bridge balustrade and deck joints replacement came in high so this project will be postponed until next financial year. This year Belongil footbridge can be completed. Quotes are still being sought for the Belongil footbridge upgrade - this has been ongoing for several months because there is difficulty in finding contractors available / willing to price the works.	On Track	▶
1.1.1.4	Deliver Major Patching Program	Completion of program	will be completed this year but delay impacted by natural disaster flooding event	On Track	▶
1.1.1.5	Deliver Pavement Asphalt Overlay Program	Completion of program	will be completed this year but delay impacted by natural disaster flooding event	On Track	▶
1.1.1.6	Deliver Reseal Program	Completion of program	will be completed this year but delay impacted by natural disaster flooding event	On Track	▶
1.1.1.7	Deliver Broken Head Reserve Road Traffic Control Works - Stage 1	Works Complete on site and road open to traffic	Project Package finalisation is currently on hold while we recruit a new Project Engineer following resignation of current Project Engineer managing this project.	On Track	▶








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







2021/22 Operational Plan Activities









OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.2.1	Undertake urban roadside tree maintenance for dead, dying, and dangerous trees	Program within budget and identified dangerous trees treated	We are up to date in the management of reported or detected tree hazards but current storm events will continue to destabilize trees.	On Track	

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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.3.1	Deliver Road Side Barrier Renewal Program Shire Wide	Completion of program	Programmed works complete. Remaining budget to be preserved for emergency work.	On Track	
1.1.3.2	Deliver access ramp and footpath upgrade and renewal program shire wide	Access ramps and footpaths upgraded, as per program, in conjunction with planned capital projects to improve accessibility for community and consultation with Access Consultative Working Group	Proposed works involve 140m of footpath and 3 access ramps to connect Assisted Living Accommodation to Waterlilly Park. The 2021/22 budget is insufficient to complete all proposed works. Therefore it is programmed to commence works in June 2022 and the carry works into the 2022/23 budget period when the 2022/23 access ramp and footpath upgrade and renewal program budget will fund the budget gap.	On Track	
1.1.3.3	Deliver replacement of damaged kerb and gutter Shire wide as per inspection report	Completion of program	programmed works completed within approved budget. Budget allocation exhausted.	Completed	
1.1.3.4	Deliver replacement of damaged footpaths Shire wide as per inspection report	Replacement of footpaths in accordance with inspection reports	Programmed works to continue with appropriate weather	On Track	
1.1.3.5	Deliver Retaining Wall renewal Program Shire Wide	Completion of program	Vegetation clearing commencing after bridge works complete.	On Track	
1.1.3.6	Deliver road reconstruction work on the Pocket Road Stage 2	Works complete on site and open to traffic	Project is construction ready, but construction is delayed due to flood damage. Works program to be updated once resourcing and structure to manage Council new project load has been agreed.	On Track	
1.1.3.7	Deliver Myocum Road Safety and Upgrade Program	Works complete on site and road open to traffic	Construction completion is delayed due to flood damage. Works program to be updated once resourcing and structure to manage Council new project load has been agreed.	Delayed	



OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.3.8	Deliver Fern Street Reconstruction	Works Complete on site and road open to traffic	Propose output measure be amended to 'Draft Pedestrian, Traffic and Heavy vehicle Study complete'. Design work is currently delayed until pedestrian, traffic and heavy vehicles have been investigated further. Contract for Traffic Study has commenced and completion planned for July 2022. Design phase programmed for completion early 2023. Works are now programmed for mid 2023.	Needs Attention	
1.1.3.9	Deliver Stuart Street Upgrade	Stage 1 and 2 Works Complete on site and road open to traffic	Construction completion is delayed due to flood damage. Works program to be updated once resourcing and structure to manage Council new project load has been agreed.	Delayed	
1.1.3.10	Deliver Carlyle Street Renewal	Works Complete on site and road open to traffic	Design development continue and expected to be completed in late April. Council crews were scheduled to deliver this work but given the flood emergency procurement of contractor will have to be complete once IFC completed.	On Track	
1.1.3.11	Deliver Main Arm Road Safety and Upgrade Program	Construction Works Package complete	Consultation on going with property adjacent section of road to be raised. Design of sections 1 (Mullum. to Sherry's Bridge) and 3 (Upper Main Arm) completed. Section 2 (flood section) awaiting agreement with properties affected to finalise design. Finalising REF with consultant. Construction commencement to be further investigated to work around flood damage works in the same area.	On Track	
1.1.3.12	Deliver Bayshore Drive Renewal - Byron Arts and Industrial Estate	Construction Works Package complete	Design finalisation is currently on hold while we recruit a new Project Engineer following resignation of current Project Engineer managing this project.	On Track	
1.1.3.13	Deliver South Beach Road Car Park Upgrade	Construction Works Package complete	Propose to change measure to Construction Works Package commenced due to construction being delayed to commence post surf club reconstruction and March 2022 Floods have resulted in some projects being delayed.	Needs Attention	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.3.14	Deliver Englishes Bridge Renewal	Works Construction Package complete	Englishes Bridge failed during the March 2022 flood event. The successful tenderer has provided a temporary access bridge on site and is currently finalising the designs for the bridge replacement.	On Track	
1.1.3.15	Deliver Federation Bridge Debris Defeectors - Mullumbimby	Construction Works Package complete	Propose to change output measure to 'Planning and Design contract awarded and commenced' Grant funding approval for the design phase was been received late February, 6 months later than expected.	Needs Attention	
1.1.3.16	Deliver Kolora Way Footpath and Bridge Upgrade	Construction Works Package complete	Propose to change output measure to 'Planning and Design commenced' Project status update presented to Council in February and further reporting required to April meeting to fund the commencement of the planning process. Quotes received to complete design and planning work exceed available budget and therefore delayed the commencement of planning and design.	Needs Attention	
1.1.3.17	Deliver Lawson Street Renewal	Construction Works Package complete	The design process has now commenced and is progressing well.	On Track	
1.1.3.18	Deliver Middle Pocket Road Upgrade - Section 1	Works Complete on site and road open to traffic	Middle Pocket Road improvement works have been completed.	Completed	
1.1.3.19	Deliver Rifle Range Rd Intersection Upgrade	Works Complete on site and road open to traffic	Works Authorisation Deed from TfNSW is ready for Council signature. Tender process has commenced and closes in late April 2022. Plan to commence construction in May 2022.	On Track	
1.1.3.20	Deliver Sherringtons Bridge Renewal	Construction Works Package complete	Lowest cost tender is over the project budget. Council has submit a variation to TfNSW requesting the balance of funding required to complete the project. The variation is yet to be determined and therefore project is delayed.	Delayed	
1.1.3.21	Deliver Upper Main Arm Bridge Renewal	Works Construction Package complete	Lowest cost tender is over the project budget. Council has submit a variation to TfNSW requesting the balance of funding required to complete the project. The variation is yet to be determined and therefore project is delayed.	Delayed	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.3.22	Deliver Upper Main Arm No.2 Causeway Renewal	Works Construction Package Complete	Currently assessing damages by flood on the area and understand impacts on design. It is expected construction to start late 2022 awaiting for finalisation of property acquisition.	On Track	
1.1.3.23	Deliver Fixing Local Roads - Ocean Shores Resurfacing project	All program works complete and roads open to public	program nearing completion delayed by natural disaster flooding event	On Track	
1.1.3.24	Tincogan Street Intersection Priorities	Tincogan Street Intersection priorities on-ground works complete and open to traffic	Propose output measure be amended to 'Draft Pedestrian, Traffic and Heavy vehicle Study complete'. Design work is currently delayed until pedestrian, traffic and heavy vehicles have been investigated further. Contract for Traffic Study has commenced and completion planned for July 2022. Design phase programmed for completion early 2023. Works are now programmed for mid 2023.	Delayed	
1.1.3.25	Grays Lane Upgrade	Construction works complete and road open to public	Construction completion delayed due to floods. Road affected by recent weather. Road batters heavily scoured by flood waters and seal washed out on vicinity of both culverts. Works will be repaired under flood damage program.	On Track	
1.1.3.26	Minyon Falls Road Upgrade	Construction work complete and road open to public	Road has been close for access due to heavy damage from rain. Project team will be inspecting the area and reporting a new way forward in April.	Delayed	









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


2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.4.1	Seek and apply for grants that deliver new or upgraded road networks	On going - suitable grants applied for throughout year	Grant applications are ongoing. Currently completing next round of Fixing Country Roads grant program. Safer Roads Program applications submitted. Black Spot program applications submitted. Roads to Recovery projects approved by TfNSW. Fixing Local Roads application was successful with Ocean Shores resurfacing, Koonyum Range Road and Mullumbimby resurfacing. Stronger Country Communities Grant for Byron Street Shared Path was unsuccessful.	On Track	
1.1.4.2	Deliver Speed Radar Sign Trial	Signs Purchased and deployed on site	Speed radar signs have been deployed to site and are operating well. Comments have been received that they are making a difference and drivers are being seen to notice their speed and then slow down. Data collection will be ongoing and signs will be moved to other locations over time.	Completed	

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

2021/22 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.6.1	Review and update 10 year Stormwater Levy program	Program reviewed and ready for development of following years budget	Review and update to 10 year Stormwater Levy program is complete. The review has resulted in minimal works in 2022/23 in order to fund a larger project in 2023/24.	Completed	
1.1.6.2	Deliver 44 Kingsley Lane - Kerb and Gutter to prevent property flooding at a number of properties	Works complete on site	Project is construction ready, but construction is delayed due to flood damage. Works program to be updated once resourcing and structure to manage Council new project load has been agreed.	Delayed	
1.1.6.3	Deliver Annual Urban Drainage Maintenance works	Complete 70% of programmed maintenance for urban drainage	Two drainage crews working full time on drainage maintenance. Sucker truck employed 1 day per week cleaning pits. work priorities impacted by natural disaster flooding event	On Track	
1.1.6.4	Deliver South Golden Beach Street Drainage Upgrade - Gloria Street East	Construction Works Package complete	Output Measure proposed to be changed to 'Construction Works Package commenced'. The 2022/23 budget process has resulted in the funding of the construction stage being delayed to the 2023/24 budget, therefore, completion of the construction package is not required in June 2023. Output Measure to be amended to suit.	Needs Attention	
1.1.6.5	Deliver South Golden Beach Street Drainage Upgrade - Clifford Street	Works complete on site and road open to traffic	Project is construction ready, but construction is delayed due to flood damage. Works program to be updated once resourcing and structure to manage Council new project load has been agreed.	Delayed	
1.1.6.6	Deliver Lighthouse Rd / Reflections Stormwater Diversion Upgrade	Works Complete on site and road open to traffic	Lighthouse Rd works completed. Installation of culverts at Kippling St are progressing well. Expected to be completed in late April whether pending. All contingency monies have been allocated on unforeseen costs, including excessive dewatering due to wet weather, underground services and material disposal costs in part due to continuous wet weather.	On Track	
1.1.6.7	Deliver New Brighton / Ocean Shores Overland Flow and Drainage Upgrade Study	Commence study and report to Floodplain Management Committee	Propose to remove action from the Operational Plan. Grant funding application was not successful. Submitting application again in the 2022/23 round. Funding allocation to be transferred to 2022/23 budget.	Needs Attention	
1.1.6.8	Deliver Rajah Road Flood Flow Path	Works Complete on site	Project is construction ready, but construction is delayed due to flood damage. Works program to be updated once resourcing and structure to manage Council new project load has been agreed.	Delayed	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.6.9	Deliver Stormwater Capital Maintenance Renewal Works Program	Works complete on site	Construction is delayed due to flood damage. Works program to be updated once resourcing and structure to manage Council new project load has been agreed.	Delayed	

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


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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.1.1	Building assets managed to support the provision of services to the community.	Building asset management actions are identified, documented, monitored and reported to community in line with Strategic Asset Management Plan and access requirements.	Works continuing with fire safety improvements, test and tagging and flood assessments on effected buildings	On Track	
1.2.1.2	Complete 80% of programmed maintenance for water and sewer assets	Complete 80% of programmed maintenance for water and sewer assets	Achieved 86% programed maintenance	On Track	
1.2.1.3	Implement planned maintenance program for resource and recovery operational assets	Program within budget	Public Place and residential bin assets - over 400 bins replaced due to flood damage / loss. Public place bin enclosures will require additional cleaning post flood. Asset Management Plan works for BRRC on hold due to assets team being re-deployed to assess flood damage to roads, bridges etc.	On Track	

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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.2.1	Implement Open Space Programs in accordance with the adopted Open Space Asset Management Plan	Programs amended in line with AMP and adopted budget Plan	Open Space asset renewals, repairs and maintenance across 71 parks (with infrastructure), 35 playgrounds, 10 sports fields, 7 skate parks, 20 hard courts (tennis/netball/basketball), and two pool facilities are prioritized according to recommendations within the Open Space Asset Management Plan. Processes to facilitate reinstatement of flood damaged infrastructure have been initiated.	On Track	
1.2.2.2	Byron Bay Drainage Upgrade	Contract awarded and design process commenced	Awaiting outcome of second alternate grant program application. Tender document for design process is being prepare in preparation for grant approval.	Awaiting Funding	





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





2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.3.1	Amend the Recreational Needs Assessment 10 year program to 2032	Completed in line with the 22/23 budget development program	Continuation of proactive community sport engagement strategy. A second Sport Community Forum has been scheduled for April 21, with engagement focused on delivering against Recreation Needs Assessment Action Plan recommendations with recognition of priorities within the Community Solutions Panel recommendations..	On Track	
1.2.3.2	Deliver Ewingsdale Road Shared Path Missing Link Upgrade	Works complete on site	Project is construction ready, but construction is delayed due to flood damage. Works program to be updated once resourcing and structure to manage Council new project load has been agreed.	On Track	
1.2.3.3	New Developer Contributions Plan	Complete and adopt the Plan	The new Council will be briefed on the implications of the proposed NSW legislative changes	On Track	

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






2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.4.1	Deliver Accessibility outcomes within Capital works and infrastructure programs	Funded elements delivered	Accessibility is a key consideration within all planned Capital works and Infrastructure programs. Current consideration being undertaken relative to landscape master planning of Mullumbimby Heritage Park and Bangalow Sportsfields. Accessibility is also being addressed within upgrades of park furniture and amenities across the Shire, and through provision of a new accessible pathway at Bangalow Parklands	On Track	
1.2.4.2	Deliver accessibility outcomes within Capital works and infrastructure renewal programs	Adopted Program	Accessibility is a key consideration within all planned Capital works and Infrastructure programs. Current consideration relative to Master Planning of Mullumbimby Heritage Park and Bangalow Sports fields and in upgrades of park infrastructure and furniture across the Shire. Accessible pathways and play equipment being installed at Gaggin Path, Suffolk Park and a new accessible pathway is being installed at Bangalow Parklands.	On Track	
1.2.4.3	Maintain beach entry points to agreed levels of service	Maintained in accordance with AMP within adopted budget	Regular inspections of beach access paths are programmed and maintenance repairs completed on an as-needs basis. Planning underway for beach access upgrades along Main Beach to address issues from recent erosion events, with RFQ having been developed and advertised.	On Track	
1.2.4.4	Construct the Byron Skate Park and Recreation Hub	Construction complete	Crown Lands licence issued to Council for skate park construction. REF complete and signed off. DA submitted for Middleton St entry works. Convic engaged for construction, which is scheduled to commence 6 June 2022 and finish 16 December 2022. Comms announcement currently being prepared, awaiting stakeholder input. Arakwal artwork and cultural education signage underway.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.4.5	Deliver the grant funded car park works and provision of off-leash dog area project at the Mullumbimby Recreation Grounds	Commencement of works which will be delivered in 2023	Propose action be split as being delivered across two teams. Mullumbimby Skatepark Access Road, and Mullumbimby Off Leash Dog Area. Both output measures should be 'Planning and Design process commenced. Both projects are now funded. Mullumbimby Skatepark Access Road design commencement meeting has been held with Open Spaces to define scope. Survey and Design RFQ process to be completed in March and commenced in April. Scope is to be designed to match available budget.	Needs Attention	
1.2.4.6	Support the Bangalow Showgrounds Section 355 Committee to deliver the grant funded road works and rotunda renewal project	Committee is supported to deliver the project in accordance with funding agreement	Delays initially due to design change. Design change now approved by Grant Body. Planning approvals required for new design.	Delayed	
1.2.4.7	Tennyson Street Shared Path Upgrade	Construction works complete on site and path open to public	Construction on going and works expected to be completed by late April weather pending. Project has allocated most of the contingency, however, it is projected to be completed within budget.	On Track	
1.2.4.8	Byron Street Shared Path Upgrade	Project package complete and shovel ready	Design finalisation is currently on hold while we recruit a new Project Engineer following resignation of current Project Engineer managing this project.	On Track	

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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.5.1	Implement successful building grants eg stronger country communities program	Complete grant approved projects	The DA assessment for the old Byron Hospital project is progressing	On Track	
1.2.5.2	Progress planning of renewal / upgrades of Byron Bay Pool	Plan for renewal / upgrades developed and reported to Council	Current pool manager's Unsolicited Proposal to be put on hold until the most recent Crown Land matters are resolved. Advertisement of RFQ for feasibility study has been delayed until after consideration of the Unsolicited Proposal.	On Track	
1.2.5.3	Manage Surf Life Saving Contract for patrolled areas	Service program delivered	Surf Life Saving Contract is in place and patrols operational.	On Track	
1.2.5.4	Upgrades at Marvel Hall including asbestos removal and kitchen upgrade	Upgrade works completed	Project on hold while property staff undertake flood damage assessments and remediation works. Projects are shovel ready and may be rolled over into 2022/23	Delayed	
1.2.5.5	Report on the feasibility study on 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 children's pool, and a rehabilitation / hydrotherapy pool, and consider various water treatment options	Feasibility study completed	Final draft Feasibility Study has been received. Finding to be reported to SPW in May 2022. Opportunity to consider flooding impacts on the feasibility outcomes.	On Track	

1.2.6: Optimise Council's property portfolio (SP)

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.6.1	Progress Lot 12 Bayshore Drive Byron Bay future use	Implement council resolutions on the preferred future use	TAFE construction commenced. Contract for access road design awarded. Draft three lot subdivision DA completed	On Track	▶
1.2.6.2	Ongoing detailed road assessment and valuation for the purposes of closure and potential land sale as required.	Ongoing actions complete throughout year as required	Works are on going with various actions and issue resolutions to resolve, including; Booyong Road, Myocum Road, Broken Head shared path have been approved by Council and are now being finalised. Main Arm Causeway No.2 will be reported to the next available Council meeting.	On Track	▶
1.2.6.3	Purchase of land access for Lot 4 Mullumbimby	Complete the purchase	TfNSW have advised they have commissioned the land valuation based on the plan of subdivision	On Track	▶
1.2.6.4	Progress infrastructure planning for the Ewingsdale Road corridor	Complete assessments	Work continuing with TfNSW regarding their modelling and the progression of the Ewingsdale Interchange Strategic Business Case. Briefing will be prepared for the new Council	On Track	▶
1.2.6.5	Ongoing management of contracts for operation of First Sun and Suffolk Park Caravan Parks	Net operating budgeted profit met or exceeded.	Ongoing management of contracts on track. COVID-19 NSW lockdown and QLD border closures have been significantly impacting holiday park operations, from December 2021 bookings were picking up and the new year looked favourable. However due to floods in March & April, both parks income has been effected negatively.	On Track	▶
1.2.6.6	Manage approval to operate licence conditions for First Sun and Suffolk Holiday Parks	Approval to Operate Conditions achieved	ATO approval condition measures implementation is underway and ongoing. A 3 year timeframe for special conditions compliance has been submitted to governing body for approval. Working on 5 year timeframe for all ATO conditions.	On Track	▶
1.2.6.7	Deliver adopted capital works program for First Sun Holiday Park	Delivery of adopted program	Capital works program underway and on track for 21/22 financial year. Program outlined within adopted budget.	On Track	▶
1.2.6.8	Deliver adopted capital works program for Suffolk Park Holiday Park	Delivery of adopted program	Capital works program underway and on track for 21/22 financial year. Program within adopted budget.	On Track	▶
1.2.6.9	Manage leases and contracts at Tyagarah Airfield	Progress the resolved direction for future use	Aeroclub hired. Leases for Skydive, Tiger Moth, and Callanan & Bailey have all been resolved by Council for longer tenures. Staff are working through leases remaining. Flooding effected many hanger owners at the airfield.	On Track	▶






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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.7.1	Develop concept plans for the upgrade of Byron Bay foreshore (action from Byron Bay Town Centre Masterplan)	Concept plans for the Byron Bay foreshore adopted by Council	This project will be rolled over in to 2022/23 financial year as flooding has delayed any progress on it this quarter.	Delayed	



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)

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.8.1	Consult with user groups to establish user agreements, leases, licenses and Plans of Management	At least 6 User agreements reviews/implemented per annum	Continued dialogue with sport and recreation community groups on delivery of services and infrastructure upgrades and enhancements. Increased engagement with regional and state governing bodies around support sport strategic direction and hosting opportunities for Byron Shire to host regional and state competition and events. Flood related remediation work being evaluated, prioritised and scheduled.	Completed	
1.2.8.2	Deliver adopted Sporting Infrastructure Renewal Program (Shire wide)	program delivery within budget as adopted	Upgrade of Suffolk Park Football grounds is in the detail design stage having been supported by the Regional Sport Facility Fund. Upgrade of Byron Bay Football Club clubrooms at the Byron Recreation Grounds is planned and in design stage. Upgrade of Clarkes Beach public toilets is underway.	On Track	
1.2.8.3	Complete renewal of Heritage Park northern boat ramp	Renewal works complete within budget	We are still waiting to see if our grant application has been successful, if so this will help decide the suitability of the north heritage Park boatramp for upgrade. The boatramp has been now included within the scope of the overall Heritage Park Landscape Masterplan which is currently in development.	On Track	
1.2.8.4	Revaluation of water and sewerage assets	Complete revaluation in accordance with the accounting code	Revaluation on schedule	On Track	
1.2.8.5	Investigate roof upgrade for Mullumbimby Administration Building, in order to allow for rooftop solar installation.	Investigation outcome reported.	Project has been completed. Defect liability period underway	Completed	

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






2021/22 Operational Plan Activities



OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.9.1	Maintain public amenities in accordance with adopted levels of service	Ongoing maintenance of Council owned public toilets across the Shire	Programmed amenities cleaning works and associated inspections are being rolled out across the Shire.	On Track	
1.2.9.2	Construct new accessible amenities block at Sandhills Estate (Middleton Street)	Accessible amenities block open for use	Construction started, slab poured. Scheduled for completion in May 2022.	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)

2021/22 Operational Plan Activities


OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.1.1	Seek and apply for grants that deliver prioritised Pedestrian and Access Mobility Plan (PAMP) and Bike Plan facilities across the shire	Program developed, grants applied and works implemented as funding permits	Byron Street Shared Path was unsuccessful in obtaining funding under the Stronger Country Communities Grant. Applications have been submitted for TfNSW walking and cycling grant, including construction of Byron Street Shared Path, design of . Lighthouse Road shared path, Balemo Drive shared path extension to water lily park and Rafton's Roads footpath.	On Track	
1.3.1.2	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	4 quarterly update reports provided	Due to the disaster response the next report will go to the May meeting of Council	On Track	
1.3.1.3	Develop a governance model to support rail corridor activation	Governance model developed	Rail trail projects are being progressed in neighboring LGAs. Liaison continues with TfNSW regarding Rail with trail in Byron Shire	Not Commenced	
1.3.1.4	Review Council's Asset Management Policy to embed Road Access and Safety Principles (RASPs) in line with procedure	Asset Management Policy revised and adopted to include consideration of RASPs	Went to public exhibition for 28 days and did not receive submissions. Policy updated on website.	Completed	
1.3.1.5	Prepare Road Access and Safety Principles (RASPs) procedure for capital works and maintenance	Procedure endorsed by Executive Team	Staff have commenced a draft Policy and Strategy document. A meeting to review and further develop was programmed for March, however, this was delayed due to the March flood event. Much work is still required before the draft documents can be presented to the executive team, but staff are working towards achieving this June 2022.	Delayed	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.1.6	Update road related DCP chapters to embed Road Access and Safety Principles (RASPs) in line with procedure for adoption in 2021/22	Relevant chapters updated, considered in next DCP housekeeping amendment.	Not commenced. To be considered in next housekeeping DCP in first half of 2022.	Not Commenced	
1.3.1.7	Prepare Byron Bay Movement & Place Study	Draft Study document presented to Transport and Infrastructure Advisory Committee for public exhibition.	Tender evaluation is ongoing due to limited staff resources.	On Track	

1.4: Provide a regular and acceptable waste and recycling service


1.4.1: Implement Integrated Waste Management and Resource Recovery Strategy

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
1.4.1.1	Implement 2021/22 action plan activities identified in the Waste Management Strategy	Adopted Program delivered within budget	Majority Strategy delivery projects on hold due to flood clean up and recovery efforts. Have worked in partnership with the repair cafe to deliver goods that are salvageable and have them repaired and returned to residents or donated to those in need.	On Track 


1.4.2: Provide waste and resource recovery services

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
1.4.2.1	Implement Waste and Resource Recovery Collection Contract Management Plan	Managed in accordance with adopted budget	Solo 2014-0011: Assisting with bin replacement and access / alternative servicing for flood affected properties. February KPI meeting postponed due to flood recovery works. Ti Tree 2020-0028 - fuel levies continue to rise. Have assisted during flood with ensuring appropriate level of trucks for transport of putrescible waste and receipt of flood waste.	On Track 





1.4.3: Participate in regional waste management programs and initiatives

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.4.3.1	Maintain membership and participation in the North East Waste regional waste management group	attendance to 80% or more of scheduled working group meetings	Membership ongoing. February meeting postponed. Liaison with regional Councils in relation to flood waste management and consistent messaging to residents.	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	Ongoing support and participation in the Regional Waste sector	EOI posted early April along with media release for us across the region.	On Track	

1.4.4: Ensure facilities and services meet statutory requirements











2021/22 Operational Plan Activities











OP Code	Operational Plan Activity	Measure	Comments	Status	
1.4.4.1	Maintain compliance with NSW Environmental Protection Licences for the Byron Resource Recovery Centre and Myocum Landfill	compliance with EPL and on time completion of annual returns	Number of issues relating to excessive rainfall. Leachate discharged in accordance with EPL conditions (over 300mm rainfall within 5 day period). Sediment dams discharged following minor leachate contamination with approval from EPA. Variation to EP 6057 received following Councils response to the draft, all requests have been acknowledged and included, as well as extension on some reporting due to flood recovery hampering works.	On Track	
1.4.4.3	Maintain compliance with the Federal Government's Emissions Reduction Fund contract conditions for the Myocum Landfill Gas Carbon Farming Initiative Project	On-time reporting	Ongoing monitoring and flaring of methane conducted via Contract with Run Energy	On Track	
1.4.4.4	Delivery of stage 1 of the Capping Plan	Stage 1 works completed	No progress this quarter due to flood recovery efforts. Designs to be finalised and reviewed in final quarter of 2022/23.	On Track	
1.4.4.5	Council decision for 'Go/No Go' on construction for Dingo Lane Construction	Project feasibility and design completed (shovel ready)	Complete	Completed	


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

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

2021/22 Operational Plan Activities









OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.2.1	Monitor and compile annual licence returns	Complete annual report	Ongoing monitoring in accordance with EPA requirements	On Track	
1.5.2.2	Renew pumps in sewerage pump stations identified in 30yr Capex Plan with more energy efficient units.	Complete pump station renewals in accordance with capital works plan	Work progressing in accordance with schedule 10 out of 14 pump stations complete	On Track	
1.5.2.3	Byron sewer treatment plant blower replacement	Practical completion for project	Blowers are coming from overseas and planned to arrive end of May	On Track	
1.5.2.4	Develop capital works plan in line with recycled water strategy	Capital works plan completed	CBA being undertaken for numerous capital works options in line with the recycled water strategy currently being developed	On Track	
1.5.2.5	Mullumbimby Inflow/Infiltration carry out planned capital works to improve system performance.	In accordance with project schedule	Mullumbimby component is nearing completion for this financial year.	On Track	
1.5.2.6	Inflow/Infiltration for the rest of the Shire excl. Mullumbimby carry out condition assessments of prioritised catchments and develop capital works budget	In accordance with project schedule	Awarded the Tender and Interflow have started refurb works and subsurface mapping have started camera work for condition assessments relating to next years program	On Track	
1.5.2.7	Byron STP Odour control - replace biomedica and construct roof	Replace biomedica and construct roof complete	Weather impact program and is being pushed back to after easter	Not Commenced	
1.5.2.8	Brunswick Valley STP Options Assessment - Dewatering (Belt press/screw press)	Options Assessment Complete	Options report completed	Completed	
1.5.2.9	Brunswick Valley STP Structural assessment of essential plant items	Complete - Structural assessment of essential plant items	investigation completed, no structural work required over the next 4 years	Completed	
1.5.2.10	Byron Bay - Sewerage Pump Station Renewals	Sewerage Pump Station Renewals Complete	SPS upgrades are progressing per capital works program.	On Track	





OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.2.12	Byron STP works - Odour Control: Mechanical /GAC Filter, review existing blowers, review size/condition of existing McBerns Filter.	Construction complete	Ferrous dosing system implemented. Currently monitoring STP.	On Track	
1.5.2.13	Byron STP - Options Assessment - Dewatering (Belt press/screw press)	Options Assessment Complete	Consultant progressing with options assessment	On Track	
1.5.2.14	Byron STP - Options assessment / Investigation - Vac Ex waste drying bay option assessment	options Investigation Complete	Included as part of Byron Bay STP Masterplan	Completed	
1.5.2.15	Byron STP - Renewal to Biosolids storage shed roof	Biosolids shed roof replaced	Project is awaiting commencement after Easter.	Delayed	
1.5.2.16	Byron STP - Upgrade EPA 4 flow monitoring	Complete - Upgrade EPA 4 flow monitoring	Project was intentionally delayed to avoid the wet season. SCADA connectivity not yet achieved due to defective transmission component. Sent to provider for assessment and repair. An update is expected in early April 2022	On Track	
1.5.2.17	Design - Ocean Shores to BVSTP transfer pump station and rising main	Complete Design - Ocean Shores to BVSTP transfer pump station and rising main	Process Design consultant and Environmental Planning Consultant engaged and progressing. Project has been delayed by 4 weeks due to recent flooding events and access to site.	On Track	
1.5.2.18	Design - Ocean Shores transfer to BVSTP Option 4 - STP Process Elements	Design Complete	Process Design consultant and Environmental Planning Consultant engaged and progressing. Project has been delayed by 4 weeks due to recent flooding events and access to site.	On Track	
1.5.2.19	Fence line replacement as required at STP sites	Fence lines replaced at STPs	Assessment of existing fence lines underway	On Track	
1.5.2.20	Implement revised recycled water strategic direction	Implement revised recycled water strategic direction	Benefit-cost assessment of proposed recycled water management scenarios initiated.	On Track	
1.5.2.21	Investigation only for Gravity main - Byron Bay CBD upgrade 73m DN 150 to DN300	Investigation complete	Investigation determined that upgrade was not required.	Completed	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.2.22	Review Wastewater and Effluent Management Plan	Wastewater and Effluent Management Plan Reviewed	Benefit-cost assessment of proposed recycled water management scenarios to be performed in 2022.	On Track	

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





2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.3.1	Undertake annual review Drinking Water Management Plan and associated performance	Drinking Water Management Plan reviewed and available on website	Review ongoing and estimated to be completed by April 2022	On Track	
1.5.3.2	Implement recommendations from Mullumbimby water supply security investigations and upgrade	Mullumbimby water supply security investigations and upgrade	Consultant finalizing additional modelling to confirm suitability and any additional requirements. next stage of the project requires planning and environmental investigations and approvals, survey, route selection and design.	On Track	
1.5.3.3	Review Asset Management Plans for Water and Sewer Assets	Asset Management Plans reviewed	Asset Management Plans currently being drafted and in the review stage	On Track	
1.5.3.4	Implement Smart Metering for water services	In-accordance with Smart Metering Implementation Plan	All meters to be installed under the residential trial are complete. The Pilot Study is to be carried out up until the next meter read (March) when results will be reported to Council Management. The smart metering pilot also included a roll out to recycled water sites in Byron Bay which is nearing completion while Council waits for some final components to arrive (stocks are low nation-wide due to Covid)	On Track	
1.5.3.5	Reservoir Roof Replacements in line with Capital Works Program	Construction complete	Project currently out for open tender (tender meeting planned for 2 February) Several contractors have registered their interest. Works will likely commence in late April and be completed by July 2022.	On Track	
1.5.3.7	Byron Bay Water Pipeline Renewal Carlyle Street Watermain Renewal - Tennyson to Massinger.	Water Pipeline Renewal Complete	This has been packaged with Bangalow Road and Fletcher Street water mains into a single package, being released for tender this month.	On Track	
1.5.3.8	Byron Bay Water Pipeline Upgrade Bangalow Road upgrade - 710m DN100 - DN200	Pipeline Upgrade Complete	Consultant progressing detail design.	On Track	
1.5.3.9	Mullumbimby water reticulation analysis - Laurel Avenue Options Study	Options Study Complete	Investigation underway	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.3.10	Mullumbimby Water Treatment Plant renewals	Identified WTP Renewals Complete	Progressing through renewal items	On Track	
1.5.3.11	Ocean Shore Water Pipeline Renewal Casons Lane, New Brighton	Project Complete	Works are complete and now in defects period.	On Track	
1.5.3.12	Ocean Shores Yamble Water Pump Station - Renewal of pump and electrical.	WPS Renewal Complete	Sourcing new pump unit	On Track	
1.5.3.13	Old Mullumbimby Hospital Site - relocation of water mains	Old Mullumbimby Site - relocation of water main Complete	Surveyors scope of work for RFQ released.	On Track	


1.5.4: Implement the Water and Sewerage Strategic Business Plan

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.4.1	Brunswick Heads Sewerage Pump Station Renewals	Complete Brunswick Heads - Sewerage Pump Station Renewals	SPS2002 and SPS2005 upgrades completed.	On Track	
1.5.4.2	Mullumbimby Water Pipeline - New Tuckeroo supply main from Scott Woods Res (900m DN200) (Construction)	Detailed design completed	Consultant progressing detailed design	On Track	
1.5.4.3	Ocean Shores Sewer Pump Station Renewals	Complete Ocean Shores Sewer Pump Station Renewals	SPS5015 and SPS5019 upgrade works ongoing. Upgrades have been completed for SPS5018.	On Track	
1.5.4.4	Review Strategic Business Plan (Water & Sewer)	Strategic Business Plan (Water & Sewer) Reviewed	Consultant engaged, the IWCM has been added to the SBP so it will not be delivered this FY and will be carried over to next FY	On Track	






1.5.5: Ensure strategic infrastructure planning documents are in line with Community Solutions Panel values (SP)

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.5.1	Sewer Asset Management Plan	Complete and adopt the Sewer AMP	Water and Sewer Plans are currently being drafted.	On Track	

1.5.6: Protect and enhance our natural environment and biodiversity



2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.6.1	Implement Effluent Reuse management plan	Effluent Re-Use Management Plan Implemented	Benefit-cost assessment of proposed recycled water management scenarios to be performed in 2022.	On Track	
1.5.6.2	Implement real time (SCADA) monitoring of nutrient loads at both inlet/outlet at Byron and Brunswick Valley Council Operated STP's	Real-time SCADA monitoring for nutrient loads complete	Pilot trial to commence in Feb 2022. Validation of approach with experts in this subject undergoing.	On Track	
1.5.6.3	Bio energy facility project development approval and grant application	Bioenergy facility project - DA outcome decided and grant application decision	SPW scheduled for April 2022 on update for Bioenergy Project delivery options have been developed depending on funding source and amounts	On Track	
1.5.6.4	Develop Biosolids Management Plan	Develop Biosolids Management Plan	Biosolids Management Plan has been drafted and currently in review stage	On Track	
1.5.6.5	Develop scoping brief & framework for Environmental Management System for Utilities Department	Scoping brief & framework for Environmental Management System for Utilities Department developed	Project on hold due to resourcing constraints from the recent floods	Delayed	

1.6: Manage traffic and parking in an efficient manner

1.6.1: Implement review of parking management

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.6.1.1	Deliver Seven Mile Beach Road Traffic Control Works Stage 1	Stage 1 Construction Works Package complete	Works finalisation is currently on hold due to flood damage works taking priority.	On Track	
1.6.1.2	Maintain Byron Bay Paid Parking System	Paid parking system operational throughout year	Paid Parking System is fully operational and ongoing. System audit has been completed, paid parking team have completed recommended improvements.	On Track	






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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.6.2.1	Complete Federal Village Main Street Movement and Place Detailed Design to support the development of the Federal Village Plan	Movement and Place Plan completed for inclusion in Federal Village Masterplan	Public consultation process is complete and under assessment. Detail design programmed to commence in March / April 2022.	Needs Attention	


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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.6.3.1	Advocate for improved public transport across the Shire	Ongoing - suitable grants applied for throughout year	Moving Byron Public Consultation has been extended by 4 weeks due to the floods and closes late April. Further reporting to Moving Byron Committee and Council planned post consultation review and report preparation.	On Track	
1.6.3.2	Maintain Council-owned electric vehicle charging stations	Maintain service level agreement for Council's electric vehicle charging stations. Implement user-pays system for Council-owned charging stations. Deliver relevant communications to electric vehicle owners.	Mullumbimby AC charging station to be upgraded to Schneider dual port 22kW unit by the end of the month. Service level agreement in place ready to be activated following installation. User-pays system will commence following unit installation as well. Byron Bay library station under investigation with manufacturer. Communications to the public will follow.	On Track	
1.6.3.3	Advocate and apply for grants that improve accessibility to various transport options across the shire	On going - suitable grants applied for throughout year	Awaiting outcome of grant application submitted to fast track Bus Stop Accessibility Upgrade program.	On Track	
1.6.3.4	Deliver Mullumbimby to Brunswick Heads On Road Cycleway	Construction Works Package complete	Propose changing the output measure to 'Preferred alignment agreed, planning and design commenced'. The output measure will not be met due to a second Strategic Planning Workshop being delayed by the election process, next available SPW is April 2022. Community consultation will need to occur between or after a Council meeting to confirm outcomes from SPW. 3 months is not sufficient time to develop detail designs for a project of this size.	Needs Attention	
1.6.3.5	Undertake accessibility upgrades to existing bus shelters across the Shire	Stage one works complete in accordance with Council approved program and funding	Propose to amend output measure to '3 year works program developed and ready for tender preparation'. Tender for Design and Construct Contract was programmed to be issued by late Jan 2022. This has been delayed due to need to remove project budget following lower than expected Paid Parking revenue.	Needs Attention	

1.6.4: Improve effectiveness of Local Traffic Committee

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.6.4.1	Report regulatory traffic matters and items requiring comment through the Local Traffic Committee for recommendation to Council for approval	Ongoing coordination of Committee throughout year	The LTC meeting program has been endorsed by Council. The first meeting of the new LTC has been held and reported to Council for endorsement. The next meeting is 29 March 2022.	On Track	


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



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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.1.1	Support innovative and flexible delivery of Australia Day and citizenship events	Events delivered	The 2022 Australia Day Awards and Citizenship Ceremony proceeded, with adaptations for the impacts of the COVID pandemic. The Australia Day Awards were presented virtually and the Citizenship Ceremony was delivered in person with reduced numbers. Council received funding through the National Australia Day Council which has assisted in the delivery of these events in a COVID safe manner. The Australia Day small community grants program and nominations for Australia Day Awards opened in October, with two local community groups applying for and receiving funding.	Completed	





2.1.2: Provide meaningful and inclusive opportunities for volunteering

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.2.1	Support community organisations to maintain skills for spontaneous volunteers.	Capacity building support provided	Delayed due to the flood emergency. Key learnings during the flood event to be discussed with the CRN and NSW TAFE to continue.	Delayed	
2.1.2.2	Support Council volunteers with the delivery and management of community facilities	Volunteer participation numbers	<p>Current committee members were advised about the online nomination process for the new Committee term. Nominations for Committees were advertised online and in the Echo newspaper, with Committee nominations received and members appointed at the March Council meeting. Committee members will be notified of the outcome of their nomination and the upcoming induction requirements. Council resolved to extend the recruitment process and re-advertise for three Community Hall Committees, including Suffolk Park Hall, South Golden Beach Community Centre and Ocean Shores Community Centre. This will allow for more nominations to be received.</p> <p>Support, advice, and regular updates were provided to Council volunteers. This included communications to check on the wellbeing and safety of volunteer community members in response to the Flood Emergency. However, usual Committee operations and communications were impacted during the Flood Emergency, Response and Recovery.</p>	On Track	

2.1.3: Enhance opportunities for interaction with art in public spaces

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.3.1	Coordinate Council's role in public art across policy and projects (Council and Community), the Creative Place Grant program and the Development Control Plan.	Public art projects supported	No activity to report this reporting period.	On Track	
2.1.3.2	Initiate Arts and Culture Strategy	Arts and Culture Strategy initiated	Councillors have voted to establish a new Arts and Creative Industries Advisory Panel. The panel will input into arts and cultural directions, and guide the development of the strategy. Applications for panel membership closed on 27 February 2022.	On Track	
2.1.3.3	Coordinate Lone Goat Gallery operations and programming	Lone Goat Gallery operational	<p>The Gallery currently has a new exhibition 'Distillation' by Dave Sparkes which opened on 5 March and will continue until 2 April. The official opening event was delayed until the 18 March by the floods in the region but was attended by 65 people. During this exhibition the Gallery has held a number of free events for the public such as Artist Talks, a networking event and are continuing to have a kids activity sheets available.</p> <p>The Gallery is now operating with 3 volunteers and 1 casual contract staff member for Saturdays but will continue to recruit new members to the team as needed.</p> <p>The Gallery is preparing to launch a call out for artists to apply for exhibition spaces in the 2023 program.</p>	On Track	
2.1.3.4	Provide information and advice to internal and external stakeholders to support Arts and Cultural Development.	Respond to Arts and Cultural enquiries as required	Arts and Culture Officer responds to requests for information and support from internal and external stakeholders for arts and cultural activities. Information on recovery grants for artists shared through social media.	On Track	

2.1.4: Support Aboriginal cultural vibrancy within the Shire

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
2.1.4.1	Support cultural expression and cultural restoration opportunities	4 cultural expression and cultural restoration opportunities supported	Sandhills skate park consultants working with Arakwal artist Nickolla Clark to develop concept plans for skate park design.	On Track 


2.1.5: Develop and maintain collaborative relationships with multicultural communities

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
2.1.5.1	Coordinate citizenship ceremonies to confer new Australian citizens on behalf of the Department of Home Affairs	A minimum of 4 ceremonies held throughout the year.	Council has held 3 Citizenship Ceremonies this year, the last on Australia Day 2022 with reduced numbers due to impacts of COVID-19. The next scheduled in person ceremony is 5 April 2022, with increased numbers of conferees to accommodate the impacts of previous cancellations from the recent flood disaster.	On Track 






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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
2.1.6.1	Build and maintain existing relationships with identified stakeholder groups	3 formalised opportunities for two-way sharing of knowledge	Organising installation of Ti-Tree lakes signage. Short delay due to flood event.	On Track 

2.1.7: Support range of existing, emerging and major events




2021/22 Operational Plan Activities





OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.7.1	Continue to support event organisers in the delivery of events.	Support workshops on subjects such as event planning, sustainable event and grant writing as opportunities arise.	Grant info provided and general / COVID / flood info being provided as requested. Exploring options for 2022 workshops including COVID Marshall training - this is a changing space and challenging to keep up with what's needed. Working with business liaison officer on workshop delivery re flood recovery and where that will apply to creative industries such as events.	On Track	
2.1.7.2	Deliver event and festivals annual sponsorship program	Review sponsorship program Advise Council on outcome of annual sponsorship program	Still working through some event postponements due to COVID, and now flooding. Exploring dates and timeframes for 2022 rollout of funding, and implications for postponed events.	On Track	
2.1.7.3	Administer licences for weddings, events, activities and filming on council and crown land	Report monthly statistics	Enquiries received in March: 16 (6 events, 1 film, 9 weddings). Applications received / in progress: 18 (9 event apps, 9 weddings). Licenses / Approvals granted: 3 (1 events, 1 film, 1 wedding). Activities took place: 6 (3 events, 1 film, 2 weddings). Meetings and/or site visits: 1 (event) Due to local COVID and then major flooding situation some activity has continued to be postponed for later this year. Earlier in the month saw an increase in event enquiries, with May onwards starting to look more like our pre-COVID event calendar. Applications continue to be processed for May on events.	On Track	
2.1.7.4	Investigate electronic event and festival application referral and management system	Report on investigation	Trial continuing; further investigation on hold due to flood recovery work.	On Track	
2.1.7.5	Collaborate with government, agency and industry on business policy and legislative reforms as required.	Respond and participate when required.	Review of LG Filming Protocol by OLG is still on hold. Fun SEPP changes to filming have still been held up also pending the review of the Protocol. All pending further advice from NSW Dept Planning and NSW Office of Local Government on timeframes and next steps.	On Track	


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

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

2021/22 Operational Plan Activities







OP Code	Operational Plan Activity	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.	6 community planning activities undertaken	Council's Social and Cultural Planning team focused on the emergency flood response and recovery activities in collaboration with key stakeholders. Multiple meetings took place with community partners in March to support recovery planning.	On Track	
2.2.1.3	Partner with Access Consultative Working Group to implement disability inclusion action planning priorities	Ongoing monitoring and reporting on disability inclusion outcomes	The ACWG continues to provide invaluable advice on a number of projects, including the Brunswick Boat Harbour Upgrade and the Brunswick Heads Library Upgrade. Nominations for membership of the ACWG for the current term of Council were opened and advertised and successful members will be notified this month. One meeting of the current ACWG membership remains and has been rescheduled for later this month. We thank the outgoing members of the ACWG for all of their time and work toward improving access and inclusion outcomes for the Byron Shire.	On Track	
2.2.1.4	Implement, monitor and report on the Disability Inclusion Action Plan 2017-2022	Annual reporting obligations met within statutory requirements	The Internal Working Group continues to meet regularly and have endorsed the DIAP Community Consultation report and provided feedback on the best way to support managers in developing actions. Council has now joined the Australian Network on Disability and accessing the resources and webinars is underway.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.1.5	Work in partnership with people with disability and carers in the development of a new Disability Inclusion Action Plan 2021-2025	People with disability are actively engaged in the preparation of the new DIAP 2021-2024	The DIAP Community Consultation report has been endorsed by the ACWG and Council's Internal Working Group. The report provides the result of the community consultation that included 148 responses to the Community survey, 3 community workshops, 5 in-depth community conversations and 89 responses to the Council staff survey. This report has been provided to all Managers and Responsible Officers for integration into Delivery Program and Operation Plan activities as the basis for the DIAP 2022 - 2026. A summary document outlining Priority Actions identified in the research was provided to Councillors as part of new Councillor inductions.	On Track	
2.2.1.6	Develop Homelessness Policy	Homelessness Policy developed	Review and planning being undertaken by staff. Previous schedule of developing a draft by 30 June 2022 has not been progressed due to COVID-related constraints on engagement, need for significant community consultation and reduced staff resourcing.	Not Commenced	
2.2.1.7	Partner with Byron Community Centre to deliver Fletcher Street Cottage (homelessness hub)	Service Design Principles and Logic Model completed	Fletcher Street Cottage opening to deliver services from April 2022. License finalised and opening ceremony in March 2022. Ongoing engagement between Council staff and Byron Community Centre representatives, including capacity building and development of logic model.	On Track	
2.2.1.8	Advocate for innovative responses and build the capacity of staff, non-government services and the community to contribute to preventing and reducing rough sleeping.	Ending Rough Sleeping Byron Shire project delivered	Homelessness services and community directly impacted by flood disaster; work focused on emergency flood response during March 2022. Byron Service Coordination Group chaired monthly, 17 attendees from 11 key organisations, supporting 29 people experiencing homelessness. Ongoing collaboration with national and international representatives for the Advance to Zero and Built for Zero approaches to end homelessness. Completed pre-Budget Submission on housing affordability, housing stress and homelessness. Supported delivery of mobile vaccination boosters for people sleeping rough.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.1.9	Advocate to National Parks about the accessibility and inclusion issues within their remit	Increased awareness and implementation of accessible and inclusive outcomes in National Parks	Council providing assistance to NPWS where requested. Recent NPWS upgrades of major walking tracks at Broken Head was designed to improve accessibility.	On Track	

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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.2.1	Continue to strengthen and deliver high quality business and educational outcomes within the Children's Services portfolio. Outcomes that align with sustainable fiscal operations, high functioning staff culture and community engagement reflective of the Byron Shire. Continue to analyse best operational models in line with Legislative and Council requirements and ideals.	measure and benchmark stakeholder satisfaction; deliver priority outcomes based on children's services review;	ET endorsed our phase 1 of Child Safety rollout. We are progressing well in the Children's Services project plan, and have commenced work with the Sandhills team around vision and values. We have been impacted with attendance and occupancy due to being closed from adverse weather and flooding.	On Track	
2.2.2.2	Lead Early Childhood sector engagement experiences for the Children's Services portfolio teams	Number of sector development activities undertaken	Children's Services is slowly building a strong leadership and administration team where we are making solid strategic and operational development and progress. Good to see.	On Track	
2.2.2.3	Embed the National Quality Standards within the delivery of early childhood care and education at an exceeding level	Achieve the 'Exceeding National Quality Standard' rating	The focus on Quality Improvement particularly in the OSHC spaces is of a priority. Compliance and best practice standards to be reviewed with on site visits and audits.	On Track	
2.2.2.4	Review and update Children's Services Policy in line with National Quality Framework and standards	Policy reviewed and adopted	Good progress and consultation with staff. PD plan and schedule is being formulated. A focus is highlighted for OSHC.	On Track	
2.2.2.5	Review Children's Services Governance Model	In line with the Children's Services Review process, review the governance model to reflect proposed strategic and operating models	Ongoing review and operational project plan in place.	On Track	
2.2.2.6	Undertake Early Childhood sector professional development that aligns with contemporary industry standards and expectations	Delivery of 1 relevant professional development opportunity	As noted in previous reporting item. Schedule and consultation underway across Sandhills team.	On Track	

2.3: Provide accessible, local community spaces and facilities




2.3.1: Increase accessibility of facilities

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.1.1	Improve facility access through capital works and maintenance program	New access ramps at Marvell Hall and Brunswick Heads Memorial Hall	Projects have been delayed as Property staff undertake assessments with Insurance representatives and arrange demolition works ready for remediation works. Quote are to be sought when insurance building consultant sends final draft of scope of works for each building after demolition reveals full extent of works required.	Delayed	

2.3.2: Support effective management of community buildings (SP)

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.2.1	Review community building management model and implement recommendations	Review completed and recommendations implemented to improve governance of volunteer management committees	A report was prepared for the first meeting of the new Council term, proposing several initial recommendations for community building management improvements. Other ongoing recommendations will be further explored by staff. The S355 Halls and Venues Guidelines have been initially updated to reflect the proposed recommendations in the Council report, including the proposed change to the appointment and resignation process and designated Councillor contacts for hall committees. Other S355 governance documentation is being reviewed, condensed and consolidated for greater clarity. Preparations are underway for the changeover of the current S355 management committees, including exploring and implementing improvements to the committee induction process. The committee member nomination process was converted from paper copy to digital, with the creation of an online form to streamline the nomination process.	On Track	
2.3.2.2	Administration of former Byron Hospital site	Signed head lease agreement and adopted financial model.	Lease negotiations close to completion	On Track	
2.3.2.3	Detailed design and development approval for former Byron Hospital site	Development approval in place and construction out to tender	The DA continues to be assessed	On Track	







2.3.3: Provide high quality library services (SP)

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.3.1	Collaborate on RTRL transition to a revised operating model	New operating model agreed; transition plan developed; implementation commenced	Meetings have been delayed due to the flood crisis affecting all 4 councils. No further progress to report.	On Track	





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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.5.1	Deliver Open Space maintenance programs in accordance with Levels of Service and adopted AMP	Programs delivered on budget	Open Space maintenance programs are being rolled out as per defined Levels of Service.	On Track	
2.3.5.2	Deliver beach safety programs as adopted	Program developed and reviewed annually with Stakeholder input	Lifeguard services are being provided across the Shire under contract. Ongoing liaison with Byron Surf Lifesaving Club.	On Track	
2.3.5.3	Provide ongoing support for the Byron Safe Beaches committee	Ongoing support provided	The Safe Beaches committee has not yet reconvened.	On Track	
2.3.5.4	Manage contracts for operation of Byron Bay and Mullumbimby Swimming Pools	forecasted revenue met and expenditure not exceeded	Contract management for both pools ongoing. Lessees have struggled with staffing due to COVID-19 impacts and were forced to close for periods in January, additionally the Mullumbimby pool has been severely effected by the floods and will remain closed for the remainder of the season. Byron pool remains fully operational for the remainder of season.	On Track	
2.3.5.5	Delivery of operations and maintenance program for Tyagarah Airfield	Ongoing maintenance delivered	Operations of the airfield ongoing and maintenance programs for the runway and OLS intrusions are ongoing.	On Track	
2.3.5.6	Undertake daily safety inspections at Tyagarah Airfield	completed daily safety inspections	Daily runway inspections undertaken as per checklist requirements and CASA and Regulation guidelines.	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)

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.6.1	Inspections of playgrounds and park infrastructure and maintenance that provides for safe use in accordance with the open Space adopted Asset Management Plan	Completed as scheduled	Regular inspections of park infrastructure and playgrounds are carried out to ensure public safety. Recent flood impacts to playgrounds are being addressed as a priority.	On Track	
2.3.6.2	Renewal of playground equipment (Shire wide - emergent)	Completed as scheduled and budgeted	Detail design of Byron Recreation Grounds playground is progressing following completion of community engagement. Installation of new accessible play elements at Gaggin Park is planned for June.	On Track	
2.3.6.3	Seek funding to upgrade playground facilities to accessibility standards	Funding application submitted as appropriate	All grant opportunities are being explored with funding having been being sought towards upgrade of Byron Recreation Grounds playground. Current grant funded upgrades to Gaggin Park are being rolled out.	On Track	
2.3.6.4	Upgrade of accessible playground equipment and accessible pathways at Gaggin Park in accordance with grant funding deed	Accessible playground and pathways completed and open for use.	Public toilets renewal and accessible pathway works have been completed. New accessible play equipment elements are on order and planned for for installation June 2022.	On Track	





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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.7.1	Operation of Cavanbah Centre and sports fields and delivery of adopted capital works programs	Completed as adopted	Due to the extensive severe flooding across the shire the Cavanbah Centre became home to close to 500 ADF troops in March. The Cavanbah remained open to the public through this period and ran as many normally scheduled activities as possible. Operations are due to be back to normal in time for Easter holiday period.	On Track	
2.3.7.2	Maintain each of the Council owned parks, reserves, and sports fields to agreed level of service	Open spaces maintained to agreed levels of service	Maintenance program reflecting agreed Levels of Service is being rolled out.	On Track	
2.3.7.3	Byron Bay town centre renewals - delivery of adopted elements of the Landscape/Precinct Plan	Deliver adopted program of works	Major Projects upgrades of Rail Corridor and Byron Information Centre completed and renewal program for streetscape furniture has been completed.	Completed	
2.3.7.4	Maintain all towns and village streetscapes to agreed levels of service	Maintained to agreed levels of service	Towns & Villages unit and Better Byron unit providing regular maintenance service across town and village streetscapes.	On Track	
2.3.7.5	Operate and maintain Shire's cemeteries	Program meets adopted budget	Cemeteries staff providing cemetery services and regular maintenance programs across Byron, Bangalow, Mullumbimby and Clunes cemeteries.	On Track	
2.3.7.6	Coordinate the Natural Burial committee for Vallances Road	Suitable site selected	Infrastructure Major Projects unit are now providing oversight of this project.	On Track	
2.3.7.7	Deliver adopted infrastructure within the Suffolk Park Recreation Ground in accordance with POM, adopted Master Plan and Community consultation	Projects complete	Detail design for drainage upgrade across the park is progressing. Design for upgraded Suffolk Park Football Club facilities is currently underway.	On Track	

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






2021/22 Operational Plan Activities








OP Code	Operational Plan Activity	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	All Council applications lodged with Crown Lands	Further report will be put to 28 April 2022 meeting.	On Track	
2.3.8.2	Develop Plans of Management for Council Land, that incorporate inclusion and accessibility, in accordance with prioritisation plan	Plans of Management progressively developed	Plan of Management for Bangalow Parklands is currently under review.	On Track	
2.3.8.3	Meet Crown Lands reporting and funding requirements	Compliant reporting	Completed	Completed	
2.3.8.4	Inclusively work with community groups to development Plans of Management for Crown Reserves	Ministerial approval of Plans of Management	Awaiting determination of Classification and Categorisation applications by DPIE-CL before preparation of Plans of Management can commence.	On Track	

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

2.4.1: Provide and facilitate local emergency management

2021/22 Operational Plan Activities


OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.1.1	Maintain Byron Flood Warning Network and Disaster Dashboard	Flood warning network and dashboard operational throughout year	The Flood Warning Network and Emergency Dashboard received its first real emergency event in March. Data inputs (rainfall predictions and actual rainfall) made flood predictions in a timely manner very difficult. Staff worked well with SES partners to provide the best and timely advice available given the data issues. The team have discussed a number of system improvements with the software developers that will build in additional redundancy to the system and reduce the chances of a similar outcomes in the future.	On Track	
2.4.1.2	Attend TBLEMC and Regional Emergency Management Committee (REMC) meetings	Attend meetings as required throughout year	TBLEMC and REMC meetings attended when called or scheduled on an ongoing basis throughout the year. EOC activated during Feb March natural disaster flooding event	On Track	
2.4.1.3	Undertake exercises of EMP and CMG's as decided by TBLEMC	Attend exercises as required throughout year	No exercises planned to date for this financial year. Staff and IMS system at the ready and attended internal exercise in December in lieu of LEMC scheduled exercises that are yet to be determined	On Track	
2.4.1.4	Ensure sufficient staff are trained to undertake EM roles in and outside business hours	Staff trained and sufficient staff available during disaster events	Emergency management training schedules are provided within Resilience NSW training calendar however classroom based training is still being impacted by Covid restrictions which is proving to be problematic for the efficient management of staff programming. Additional staff training to be carried out over this financial year if and when Covid restrictions or Natural Disaster impacts on resources allow.	On Track	
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	Ongoing as opportunities arise	IMS systems improvement requirements are being updated into the system when identified on an ongoing basis. IMS event scenario exercise scheduled for Dec 2021 has been completed. Staff being trained in Reflect and Recover in readiness for natural disaster action when called upon as part of onboarding processes. IMS event activated for Feb March natural disaster flood event	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.1.6	Deliver 'Strengthening Community' workshops	14 workshops delivered to at-risk communities.	Workshop program postponed due to the flood event. Workshops will be rescheduled once recovery period has begun to ease as most organisations are heavily involved in the recovery efforts.	Delayed	
2.4.1.7	Deliver Street Meets Workshops	14 workshops delivered to at-risk communities.	A series of "Cuppa and a Chat" sessions in local cafes / outdoors with the support of local coffee carts - chance for community members to talk about their recent disaster experiences with Red Cross volunteers trained in Psychological First Aid + to connect locally with each other. 16 villages and towns in the shire have been identified for these activities. A meeting was held with the current team to clarify deliverables, reporting and invoicing.	Delayed	
2.4.1.8	Deliver extreme weather information for people experiencing homelessness	Information provided to people sleeping rough in Byron Bay, Brunswick Heads, Mullumbimby and surrounds, in line with protocol	Delayed due to the flood event. Work to continue once the recovery period eases with an emphasis on key learnings from the current event.	Needs Attention	
2.4.1.9	Deliver Get Ready Business Resilience workshops	Workshops delivered	Get Ready Business workshops conducted on 5 and 12 October. Delivered by Business Connect. First Alert Fire Safe and Waterproof Chest provided to those who attended both workshops. Chests funded under the Disaster Recovery funding arrangement.	Completed	
2.4.1.10	Develop and deliver Aboriginal Custodianship and Caring for Country workshop	Delivery of 7 workshops for year 1 of the overall project	Postponed first Aboriginal custodian and caring for country workshop due to flood event. Meeting with banaam to discuss alternate dates and times.	Delayed	
2.4.1.11	Conduct a feasibility study for the development of an Emergency Services 'Hub'	Feasibility study completed	Feasibility Study completed for Emergency Management Hub (identified as an Agency Operational Centre in Emergency Management terminology). The report identifies and addresses the interdependencies and functional interactions between an AOC and EOC for meeting current standard requirements in establishing an EOC (OP Action 2.4.1.13).	Completed	
2.4.1.12	Develop an Asset Protection Zone & Fire Trail Management Program	Program endorsed by the FNC BFMC	Contractors are initiating fuel reduction works in Ocean Shores as conditions allow.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.1.13	Establish a local Emergency Operations Centre	New or existing EOC upgrade to current standards operational	Contractors have commence on site works necessary to meet current standards. upgraded EOC to be fully operational first quarter 2022 and works nearing completion but may be impacted by current natural disaster event	On Track	▶
2.4.1.14	Undertake remediation and improvement works at the evacuation and recovery centre	Remediation and improvement works completed	All remediation and improvement works identified last financial year have been completed at the CAV including emergency plans and automated doors. Building inspections, maintenance and remediation works will be ongoing on an as needs basis throughout the year with current investigations determining that provision of ceiling fans is a priority subject to funding availability	On Track	▶
2.4.1.15	Partner with non-government organisations and other levels of government to respond to issues arising from COVID-19	Support, referrals and information provided through networks.	No update for this reporting period.	On Track	▶
2.4.1.16	Promote and maintain Climate Wise Communities website	Website mapping layers and content reviewed and updated to maintain currency	Promotion of the Climate Wise Communities website continued throughout the flood period through BSC and Red Cross.	On Track	▶
2.4.1.17	Assist in delivery of community 'Firewise' education	As per FNCBMP	There have been no Firewise meetings organised by RFS in recent months.	On Track	▶
2.4.1.18	Maintain official APZ, SFAZ, and fire trail access on council tenured land	3 times a year dependent on vegetation type	APZs all maintained where prevailing wet conditions have allowed.	On Track	▶
2.4.1.19	Represent Council at Far North Coast Bushfire Management committee meetings quarterly	Quarterly reports to biodiversity advisory committee	There have been no meetings of the Bushfire Committee in March.	On Track	▶
2.4.1.20	Maintain fire management actions on FRS BRIMS database	As part of management actions	Due to prevailing wet weather there have been no fire management actions that require reporting.	On Track	▶



2.4.2: Support community driven safety initiatives



2021/22 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.2.1	Support and deliver programs that improve community safety	3 community safety projects supported	New Year's Eve report shared with Council's Executive Team.	On Track	






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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.3.1	Monitor, investigate and respond to unauthorised land use, development and environment complaints	100% response to Very High Compliance Priorities identified in the Compliance Priority Program & 80% customer service requests completed	<p>All CRMs are reviewed when received. CRMs that are within the 'Very High Compliance Priorities' category are investigated immediately.</p> <p>During March there were:</p> <ul style="list-style-type: none"> - 49 CRMs received - 40 CRMs finalised - 307 CRMs remain open at varying stages of the compliance action process. <p>During the July to March period there were:</p> <ul style="list-style-type: none"> - 694 CRMs received - 646 CRMs finalised 	On Track	
2.4.3.2	Undertake proactive camping patrols of streets and public places throughout the Shire	Patrols of streets and public places undertaken for unauthorised camping activity (> 7 weekly) Patrol roster maintained to meet peak period demands	<p>Staffing is maintained to ensure Community Enforcement Officers undertake regular patrols throughout the Shire.</p> <p>During March there were:</p> <ul style="list-style-type: none"> - 20 CRMs received - 21 CRMs completed - 21 CRM is outstanding <p>During the July - March period there were:</p> <ul style="list-style-type: none"> - 349 CRMs received - 336 CRMs completed 	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.3.3	Respond to people experiencing homelessness and rough sleepers through engagement and referrals to appropriate support and housing services	Number of contacts and referrals to outside providers made.	<p>During March the Public Space Liaison Officers undertaken the following: No. of clients engaged - 160 Referrals made - 18 Information provided - 144 Joint Patrols - 14 Clean ups organised - 2 DCJ - T/A referral - 1 Material aid given - 32</p> <p>During the July - March period there were: No. of clients engaged - 1,031 Referrals made - 191 Information provided - 653 Joint Patrols - 144 Clean ups organised - 13 DCJ - T/A referral - 24 Material aid given - 41 People added to BNL - 7 Meetings attended - 8</p>	On Track	
2.4.3.4	Undertake proactive patrols of community parks and open spaces to monitor safe use by dogs and their owners	Patrols undertaken of town and village parks & open spaces (> 4 weekly) Patrol roster maintained to meet peak period demands	<p>Staffing is maintained to ensure Animal Enforcement Officers undertake regular patrols throughout the Shire.</p> <p>During March there were: - 38 CRMs received - 38 CRMs completed - 42 CRMs remain outstanding</p> <p>During the July - March period there were: - 548 CRMs received - 538 CRMs completed</p>	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.3.5	Provide companion animal management services	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>Dog attacks are investigated within 24 hours of reporting in accordance with the Compliance Action Plan.</p> <ul style="list-style-type: none"> - During March there were 10 attacks reported. - During the July to March period there have been 69 attacks reported. - All impounded animals are returned to owners where possible, or rehomed with the assistance of local animal welfare groups. 	On Track	
2.4.3.6	Facilitate companion animals education	2 programs delivered & communications updated to promote responsible pet ownership	<ul style="list-style-type: none"> - Dogs in Public Space policy is being formulated. Public drop in sessions were delayed due to flooding. - The Keeping Cats Safe at Home project is funded by a \$2.5 million grant from the NSW Environmental Trust's Major Projects Prospectus. Through this project Council is encouraging people to become more responsible cat owners by setting out what best practice looks like and providing practical steps to help keep both pets and the surrounding wildlife safe and protected. 	On Track	
2.4.3.7	Undertake regular and frequent parking patrols to increase availability and turnover in the Town and Village centres	Patrols undertaken of towns and villages (7 day/weekly) Patrol roster maintained to meet peak period demands & 80% customer service requests completed	<p>Staffing is maintained to ensure Community Enforcement Officers undertake regular patrols throughout the Shire.</p> <p>During March there were:</p> <ul style="list-style-type: none"> - 79 CRMs received (47 parking related, 32 abandoned vehicles) - 99 CRMs completed - 38 CRMs remain outstanding <p>During the July to March period there were:</p> <ul style="list-style-type: none"> - 813 CRMs received (539 parking related, 265 abandoned vehicles, 9 for sale related) - 812 CRMs completed 	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.3.8	Monitor, investigate and respond to public and environmental health matters through proactive inspections and surveillance programs	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%)	Public health complaints are responded to in accordance with the Compliance Action Plan. During March there were: - 21 CRMs received - 12 CRMs completed - 68 CRMs remain outstanding During the July to March period there were: - 266 CRMs received - 304 CRMs completed	On Track	
2.4.3.9	Deliver the Food Premises inspection program	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%)	During March there was 32 food safety inspections carried out. During the July to March period there were 192 inspections carried out.	On Track	
2.4.3.10	Deliver the Onsite Sewage Management System inspection program	Inspections completed (>10%) and system compliance (>80%)	During March there was one inspection carried out. During the July to March period there were 211 inspections carried out.	On Track	
2.4.3.11	Review the Onsite Sewage Management Policy and Procedure Manual	Policy review complete	The consultant has prepared the draft policy and procedure manual. They are being reviewed by staff.	On Track	
2.4.3.12	Deliver environmental and public health education programs to the community	Provide 'I'm Alert' online food education training (1) & Number of Food Safety Newsletters developed (2) distributed	Link to 'I'm Alert' training is currently published on Council's website for business owners to participate in their own time. A newsletter program is being developed.	On Track	

2.5: Encourage community appreciation of cultural vitality and diversity




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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
2.5.1.1	Aboriginal Cultural Heritage management, strategy, and mapping	Project completed to meet OEH grant requirements	Awaiting identified and appropriate funding sources.	Awaiting Funding

2.5.2: Recognise and support the heritage of Byron Shire

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
2.5.2.1	Coordinate the Heritage Advisory Panel	4 meetings held	Council recently selected community members for the Heritage Advisory Panel. Meetings during 2022 have been formally set: - Thursday 21 April 11.30am - Thursday 16 June 4.30pm - Thursday 15 September 11.00am	On Track 
2.5.2.2	Conduct the Local Heritage Places Grant Program	Program complete to meet OEH grant requirements	Council has written to OEH requesting an extension to the completion date due to flooding. A response has not been provided.	On Track 
2.5.2.3	Coordinate the Heritage Advisory Service	Program complete to meet OEH grant requirements Level of service use (referrals and advice >10)	Heritage advisory services are provided by Clarence Heritage. Unfortunately due to the floods, recent meetings were not able to be held. These will be coordinated in the next quarter.	On Track 

Community Objective 3: Environment





We protect and enhance our natural environment





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





3.1.1: Protect and enhance our natural environment and biodiversity






2021/22 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status
3.1.1.1	Seek funding to implement the Biodiversity Conservation Strategy, Coastal Koala Plan of Management and Flying Fox Camp Management Plan (Biodiversity Conservation Strategy Action 1.32)	Investigate grant funding to implement strategies and plans.	<p>Negotiating 5 x funding proposals with DPE for koala habitat restoration, vegetation mapping and coastal projects .</p> <p>Currently implementing the following grants:</p> <ul style="list-style-type: none"> - NE Hinterland Koala Habitat Planting - \$45,000, NSW Koala Strategy. - Koala Activity Surveys - \$20,000, NSW Koala Monitoring Framework. - Commonwealth Combating Pests and Weeds Project - \$299,000, agricultural extension, pest animal, environmental & agricultural weed control. - 1.8km Brunswick Riverbank rehabilitation - \$39,595, NSW DPI Fish Habitat Action Grant. - 900m Brunswick Riverbank stabilization & rehabilitation - \$189,000 NSW Fish Habitat Restoration Program 2020. - 800m Brunswick Riverbank and Flying-fox habitat restoration, Pre-School educational book - \$79,050, NSW Environmental Trust Flying Improvement project. 	On Track

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.1.2	Revise Shire-wide Wildlife Corridor Mapping (Biodiversity Conservation Strategy Action 1.18).	Wildlife Corridor Mapping finalised	Wildlife corridor report and map sent to staff for review 17/3/21. Draft map presented to Biodiversity Advisory Committee 9 September, Councillor Strategic Planning Workshop 7 October, Agricultural Cluster Group 9 November and Expert stakeholder workshop 26 November. Developing interactive corridor map for community engagement. The mapping will be reported to council for formal exhibition.	On Track	
3.1.1.3	Continue to investigate hazard reduction/ecological burn at Honeysuckle Hill (Clay Heath). (Biodiversity Conservation Strategy Actions 4.2, 4.4 & 4.9).	Arrange Guardian training. Progress permits and approvals. Attend Far North Coast Bushfire Management Committee meetings	Staff attended Guardian fire planning training. Attended Northern Rivers Fire and Biodiversity Consortium AGM 8 December 2021	Completed	
3.1.1.4	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 Actions 3.4, 3.7, 3.8, 3.9, 3.10 & 3.13).	Update Councils website with up to date information to support landholders wishing to undertake ecological restoration. Investigate funding sources available for conservation and restoration on private land.	Continued to provide email/phone advice and site visits to local farmers regarding sustainable agriculture. Negotiating project proposal to DPE for additional koala habitat restoration/planting on strategically located private properties. Progressing private landholder conservation projects: Koala Food for the Future, NE Hinterland. Commonwealth Combating Pests and Weeds During Drought Project - \$57,000 going to 11 landholders to participate in agricultural and environmental weed control through the managed grazing incentives and bush regeneration. Workshops in progress.	On Track	
3.1.1.5	Continue the E zone review (Action No.9 from Rural Land Use Strategy)	Review progressed in stages	Stage 3 planning proposal proposal and mapping currently finalised and with Department of Planning, Industry & Environment for technical review.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.1.6	Implement the Shire wide Integrated Pest Management Strategy	Implement budgeted program	We have provided Rous Weeds with detailed mapping of the Wategoes residential area to allow concentrated Bitou control measures on this southern containment line.	On Track	
3.1.1.7	Implement the Flying Fox Camp Management Plan (Biodiversity Conservation Strategy Actions 2.4, 4.9, 4.17 & 4.18).	Meetings with Community Project Reference Group (3) Survey flying fox camps every 3 months.	800m of Brunswick riverbank and Flying-fox habitat has been restored under 3rd year of NSW Environmental Trust Flying Improvement project. February Flying fox census not completed due to flood impacts.	On Track	
3.1.1.8	Implement the Coastal Koala Plan of Management. (Biodiversity Conservation Strategy Actions 1.32, 2.1, 2.12 & 4.7)	Engage with the community regarding mitigating threats to koalas. Finalise coastal koala SAT mapping reports.	SAT mapping complete and data reported to DPIE. Working with Bio-link to support Regional Koala Activity Study. Continuing to progress koala habitat planting projects and to update database of interested landholders. Continuing negotiations with DPE regarding additional funding for koala habitat planting/restoration on private property under NSW Koala Strategy. Met with Regional Koala Group and Regional Koala Partnership 17 February to progress joint regional activities and strategy.	On Track	
3.1.1.9	Partner with key stakeholders on koala research and management projects, including - NE Hinterland Koala Conservation Project - Northern Rivers Regional Koala Strategy - Regional Koala Communications Group (Biodiversity Conservation Strategy Actions 3.8, 4.8 and 4.13)	Continue to progress NE Hinterland Project; Attend project meetings & workshops; Review and progress development and implementation of Northern Rivers Regional Koala Strategy.	Working with Bio-link to support Regional Koala Activity Study. Continuing to progress koala habitat planting projects and to update database of interested landholders. Negotiating funding proposal with DPE for additional koala habitat planting/restoration on private property. Met with Regional Koala Group and Regional Koala Partnership 17 February to progress joint regional activities and strategy.	On Track	







OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.1.10	Deliver and report on feral animal projects (Action in Pest Animal Management Plan)	Report to Council on trapping programs. Participate in Feral Deer Working Group. Work with LLS on development and implementation of their pest management programs.	2020-21 trapping data from JR Trapping entered into Feralscan. - 8 trapping weeks on private land in Byron Shire completed December 2021. Funded by Drought, Pest and Weeds grant. - Contract being negotiated for 2021-22 feral animal trapping on Council managed land. - Ongoing participation in Feral Deer Working Group. - BSC is participating in and supporting the LLS Feral Cat Trapping program and community education program 2021.	On Track	
3.1.1.11	Deliver the 'Drought Pests and Weeds' grant funded project	Deliver tropical soda apple eradication program. Provide extension services to rural landowners. Deliver pest animal trapping program. Deliver the agricultural weed control through the managed grazing incentive project.	Tropical soda apple eradication program complete. Pest animal trapping program complete. Managed grazing incentive project in progress. Agriculture Extension Officer funds are anticipated to extend services to May 2022.	On Track	
3.1.1.12	Continue program of steam (non-chemical) weeding	Delivered in accordance with budget and program	Steam weeding program being rolled out across the shire's playgrounds and town centres	On Track	
3.1.1.13	Deliver Marshalls Creek Foreshore & Roadside Erosion Protection Works - New Brighton	Construction Works Package complete	NSW Soil Conservation Service proposal to complete the survey and design process for Council under Local Government Procurement contract has been further delayed due to flood damage works becoming a priority for both Council and NSW Soil Conservation Service. Project team applying pressure for proposal as it is delaying design commencement and achievement of output measure.	Delayed	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.1.14	Deliver waterway management policies for waterways with relevant state agencies and the Byron Shire Floodplain Risk Management Committee	Commence development of waterway management policy	Policy development has commenced, therefore, the output measure is complete. The policy will be reported to the next available Floodplain Risk Management committee meeting held during the new term of Council.	Completed	
3.1.1.15	Develop a Strategic Action Plan for Wildlife Road Strike Mitigation in Byron Shire. (supports Biodiversity Conservation Strategy Action 4.7)	Draft Strategic Action Plan presented to Biodiversity Advisory Committee	Recommended changes to this activity: Review koala road strike hotspots to identify 2 priority sites and engage consultant to scope feasibility and cost for mitigation works. Once feasibility and scoping studies are complete, Council will partner with DPE in 2022-23 to implement mitigation measures, with support of NSW Koala Strategy. This work replaces the need for a wildlife road strike mitigation action plan. Workshop to identify key hotspots delayed due to 2022 floods. Rescheduled for May 2022.	On Track	
3.1.1.16	Finalise Flying Improvement Project to enhance Flying Fox habitat (Biodiversity Conservation Strategy Action 4.18).	Flying Improvement Project completed.	Project in progress. Some community based activities delayed due to Covid restrictions. Works on Mullumbimby camp complete. Book for pre-schools being finalised.	On Track	
3.1.1.17	Finalise shire-wide restoration mapping (Biodiversity Conservation Strategy Action 1.20).	Map of areas that have been restored for conservation purposes available on Council's website.	Contract work commenced Nov 2021. Database updates in progress. Contractor has incorporated sites from Council projects and most Landcare Groups, and has reviewed database with Atlas of Living Australia Koala Habitat Restoration Archive project manager. Updates to Atlas of Living Australia Koala Habitat Restoration Archive in progress. Further updates will be required to Restoration Archive for flood affected sites.	On Track	
3.1.1.18	Map potential habitat areas for Mitchell's Rainforest Snail (Biodiversity Conservation Strategy Action 1.25).	Mitchell Rainforest Snail potential map available on Council's mapping layers.	Draft potential habitat model and report sent to Council and expert ecologists for peer review.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.1.19	Update 2017 vegetation and HEV mapping to reflect ground truthing done as part of E-Zone review (approx 250 sites). (Biodiversity Conservation Strategy Action 1.14).	Updated vegetation mapping available on Geocortex.	2017 Byron Shire Vegetation Mapping report complete (Landmark Ecological Services). Vegetation and HEV mapping updates completed (Earthscapes), and being reviewed by Council staff.	On Track	
3.1.1.20	Update flora and fauna lists for the shire, including status of threatened flora and fauna (Biodiversity Conservation Strategy Action 1.11).	Revised flora and fauna lists available on Council's website.	Contract awarded.	On Track	
3.3.1.11	Belongil Creek Entrance Opening Approvals		Not required this month	Not Commenced	

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







2021/22 Operational Plan Activities







OP Code	Operational Plan Activity	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	Delivered in accordance with budget and program	We have been successful in gaining funding to review mapping of roadside threatened flora identified in the 2012 Roadside Vegetation Management Survey. We will need to wait until hinterland roads are accessible to begin this review.	On Track	
3.1.2.2	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	Delivered in accordance with budget and program	Progress has been impacted to an unknown extent by current flooding.	On Track	
3.1.2.3	Respond to biosecurity threats in accordance with regulatory direction and agreement.	No breaches issued, timely response to directions	No Biosecurity orders issued to council within the last 16 months.	On Track	
3.1.2.4	Continuation of mentoring of volunteer community Landcare and Dune care groups and progression of the Small Steps to Healthier Roadside Program	3 entities supported per annum	Our bush regenerators continue to work with neighbouring residents when the opportunity arises.	On Track	
3.1.2.5	Progression of high profile sites to maintenance levels for restoration works	5 sites achieved	Temporarily short staffed due to flood impacts on key staff.	On Track	
3.1.2.6	Johnstons Lane Causeway Renewal	Construction Works complete on site	Propose to amend output measure to 'Project Construction Package Approved' Crown Lands license has now been received, this is major milestone and the cause of project delays. Given the recent flood event two delivery options have been provided to management for direction with proposed construction in dry winter months, completion by September 2022.	Needs Attention	

3.2: Strive to become a sustainable community

3.2.1: Work towards Council's zero-emissions target




2021/22 Operational Plan Activities







OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.1.1	Implement the Net Zero Emissions Action Plan for Council Operations 2025	Annual report to Council on delivery of Action Plan, alongside annual emissions inventory.	Council's Annual Emissions Inventory and update on progress towards net-zero emissions 2025 target ready to be reported to the April Strategic Planning Workshop and then Council meeting.	On Track	
3.2.1.2	Prepare Annual Emissions Inventory to determine progress towards 2025 Net Zero Emission Target.	Annual Emissions Inventory reported to Council. Collect data and calculate emissions using newly defined emissions boundary (Climate Active-compliant).	Annual Emissions Inventory report will be presented to Council at the April strategic planning workshop and meeting. Newly defined emissions boundary is being finalised using available and quantifiable data. Will be completed by end of FY.	On Track	
3.2.1.3	Investigate a digital fuel card system for the bulk fuel supply	Report to Executive Team	draft report prepared and ready for ET review	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	Report to Council	No progress - being handled by Sustainability team presently.	On Track	
3.2.1.5	Council decision for 'Go/No Go' on construction for Bioenergy Facility, subject to State/Federal authorities	In accordance with project schedule	EIS Response to Submissions report has been submitted; The DA review is delayed from referral agencies; council third party independent reviewer estimates DA decision mid-2022. Received EPA and RFS GTAs for DA and two draft EPA approvals for biogas and compost. ARENA Board package has been submitted; Work continues to review and revise project scope, cost estimating and Value Engineering as a result of ARENA Panel commentary.	On Track	
3.2.1.7	Finalise and commence implementation of the Climate Change Adaptation Plan	Plan developed and actions commenced	Measures completed. A status and update report is being prepared alongside the Annual Emissions Inventory report to Council for the first available meeting in 2022.	Completed	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.1.8	Report annually on sustainability partnerships, such as Cities Power Partnership.	Report as required to Sustainability and Emissions Reduction Advisory Committee.	Ongoing activity - next report to Committee due at first meeting with new members in June.	On Track	
3.2.1.9	Public Food gardens - continue to showcase public food garden outside Council Chambers	Garden maintenance days (6)	Garden signage updated. Sustainability Team collaborating with the communications team to promote the garden to the community and developing ID signs for individual plants.	On Track	
3.2.1.10	Investigate a carbon offset policy and strategy for Council, in accordance with Climate Active certification.	Hold internal workshop. Report to Council.	Presentation with consultant being prepared for May SPW. Workshop will be the first of two discussions with Councilors to decide on Council's path forwards for carbon offsets and net zero.	On Track	
3.2.1.11	Investigate energy efficiency upgrade of Mullumbimby Administration Building (action A4 in Net Zero Emissions Action Plan)	Investigate business case for bulk lighting upgrade of Mullumbimby Office building and report to Council	Staff in discussion with lighting companies to discuss the options for a bulk lighting upgrade of Mullumbimby Administration Building, a report to the Executive Team will follow once a quotation has been obtained.	On Track	
3.2.1.12	Monitor Council's solar assets.	Monitor output performance of solar assets and report annually.	Post-flooding troubleshooting currently underway. Some comms and configuration issues have been identified in Solar Analytics, and the sustainability team is working with asset owners to remedy the issues identified. An annual progress and update report will be presented at the first CCRRAC meeting in June 2022.	On Track	
3.2.1.13	Develop an energy usage benchmarking system for waste water assets to identify potential energy efficiency upgrades (Action C4 Net Zero Action Plan)	Commence development of system.	Development of system has commenced, and the Sustainability and Utilities team are working together to identify changes in energy performance using the benchmarking system. These issues are being included in the IS monthly report as they are identified.	Completed	

3.2.2: Support community environmental and sustainability projects

2021/22 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.2.1	Provide coastal, environmental and sustainability information and encourage and support community activities and groups	Participate in and deliver coastal, environmental and sustainability events and information that is relevant to our community. Support coastal, environmental and sustainability community groups	Nominations for Council Committees were open during February for new community members to join: Coastal and ICOLL Advisory Committee; Biodiversity Advisory Committee and the Climate Change and Resource and Recovery Advisory Committee'. Media releases: 'Cane Toad Muster, 'Regenerative Agriculture Program'. Meeting organised with the director of the newly formed Coastal and ICOLL Research Centre, Byron Bay to understand scope of the Centre, aims and objectives and expectations and/or support from Council. The recent focus for support of community groups has been on flood recovery and support.	On Track	
3.2.2.2	Participate in regional coastal, sustainability and environmental working groups and initiatives.	Attend Sustain Northern Rivers/Energy Working group; Northern Rivers Fire and Biodiversity Consortium Participate in North Coast Joint Regional Organisation environmental working groups	Continued participating in regional sustainability and environmental working groups and initiatives aligned with the coastal, biodiversity and sustainability remit and project portfolio. Biodiversity Team attended the Regional Koala Group Meeting, Regional Koala Partnership and Koala Vehicle Strike Working Group. Sustain Energy Working Group quarterly meetings postponed due to flooding. Coastal Team are assisting with scoping a pre-conference workshop on management of ICOLLs for NSW Coastal Conference Committee members. The Coastal Team also attended a Flood De-Brief overview on the 28 February flood in the Northern Rivers and how it evolved over its duration.	On Track	
3.2.2.3	Support community gardens in accordance with the Policy and Guidelines	Provide guidance and liaise with new and existing community gardens. Award licence for Suffolk Park Community Garden.	Staff have reached out to various community garden groups to touch base post-flooding and assess if any assistance will be required to recover and recommence gardening.	On Track	





OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.2.4	Support Friends of the Koala, Bangalow Koalas and Wires through the Regional Koala Communications Group.	Participate in Regional Koala Communications Group meetings, as required	Met with Regional Koala Group and Regional Koala Partnership 17 February to progress joint regional activities and strategy. Liaising with Bangalow Koalas and FOK regarding identification of priority koala vehicle road strike hotspots for mitigation actions funded under NSW Koala Strategy.	On Track	
3.2.2.5	Support Brunswick Valley Landcare to deliver the Land for Wildlife Program and biodiversity enquiries	Quarterly reports to biodiversity advisory committee	Continuing to provide office space for BVL staff at Mullumbimby Council office. Next report to be in line with new council committee meeting schedule.	On Track	
3.2.2.6	Deliver biennial Byron Shire Council Sustainability Awards.	Awards program delivered.	Delayed due to flooding event - report will be presented to the Executive Team in early April.	Delayed	
3.2.2.7	Implement Brunswick Valley (Vallances Rd, Mullumbimby) Vision and Roadmap	Actions commenced	Surveyor has been engaged to survey critical roads component and proposed project sites.	Needs Attention	
3.2.2.8	Co-host the 29th NSW Coastal Conference with Tweed Shire Council (May 2022)	Participate in Working Group Conference delivered	The 29th NSW Coastal Conference 'Living with Uncertainty' will be held 31st May - 2nd June 2022. Staff continue to attend monthly Conference Committee meetings. Field trips to the Bryon and Tweed Shire presently being confirmed, along with Keynote Speakers for the event. A pre-conference workshop on management of ICOLLS is being organised by DPE. Registration is now open.	On Track	
3.2.2.9	Support community's emissions reduction efforts.	Report to Council on one year Climate Clever trial. Encourage sustainability events to apply for events sponsorship program.	Staff collaborating with Zero Emissions Byron to promote Sunspot tool for local community. Climate Clever trial will be reported to the first Committee meeting in June 2022.	On Track	





3.3: Partner to protect and enhance the health of the Shire's coastlines, estuaries, waterways and catchments

3.3.1: Implement Coastal Management Program

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.1.1	Continue preparing a Coastal Management Program (CMP) in accordance with the staged process for Cape Byron to South Golden Beach	Stage 2 progressed Coastal Hazard Update complete	Coastal Hazard Assessment Study has progressed with the first deliverable completed March 2022. Key stakeholder Workshop expected April/May 2022. Delivery of draft Study expected by end of June 2022. Council has recently been successful with funding of a 'Research Project into the impact of recreational uses on coastal habitats' Recommended study from the Stage Other Stage 2 studies being scoped for grant funding through the Coast and Estuary Grants Program.	On Track	
3.3.1.2	Continue pre-construction phase of Main Beach Shoreline Project (Jonson Street protection works)	Technical investigation progressed	Detailed technical investigation has commenced on concept options with a report expected to be completed by April 2021. Project updates provided to the community and stakeholders.	On Track	
3.3.1.3	Continue 'Bringing Back the Brunswick River' Project	Deliver Federal Fish Habitat Restoration Project Investigate grant opportunities Investigate commencement of CMP Stage 1	Project planning, design and approvals well underway for the Federal Fish Habitat Restoration Project at Mullumbimby: construction set for May 2022. Project key stakeholder Field Days (2) to be organised for end of works. Grant application submitted to NSW Fisheries Habitat Action Grant for a River Restoration Project at Marshalls Creek, New Brighton. Funding decision has not been made yet. At this stage there is no resource or capacity to commence CMP Stage 1 preparation for the Brunswick Estuary.	On Track	



OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.1.4	Continue preparing a Coastal Management Program (CMP) in accordance with the staged process for Cape Byron Southern Coastline (including Tallow and Belongil Creek Catchment)	Stage 1 scoping study complete Stage 2 of the CMP process progressed	Stage 2 studies identified in the Scoping Study are awaiting announcement of grant funding through the Coast and Estuary Grants Program. These include a water pollution source tracking and control program for Tallow and Belongil Creek catchments; a review of the entrance opening strategy (EOS) for the Tallow Creek and Belongil Creek estuaries, and an audit of Council's current coastal planning framework. Noting that the first stage of the review of the Belongil Entrance Opening Strategy (minor review) has been completed internally by staff (refer OP Activity 3.3.1.10). Stage 2 studies are scoped with RFQs ready to go (pending grant funding approval).	On Track	
3.3.1.5	Construct additional flowpath from Byron STP	Project Complete	Works are progressing well and will be complete in April. Sensors component is underway and is planned operational this FY.	On Track	
3.3.1.6	Prepare detailed design and review of environmental factors for Sandhills Wetland Project	Detail design completed	Resolution of land tenure matters are progressing. Detailed engineering and environmental assessments are progressing	On Track	
3.3.1.7	Continue beach monitoring to track and report on beach erosion and recovery	Survey complete	Monitoring of beaches and public access ways continues, along with COMs (as required during erosion events). Internal Working Group established to provide oversight and delivery of the Main and Clarkes Beach Dune Recovery Project (refer 3.3.1.9 - Clarkes / Main Beach dune stabilisation project. Beach monitoring surveys (quarterly) to form a component of the project scope to understand pre and post project beach volumes. CoastSnap camera cradle installed by Council and NPWS in 21 March 2022. New location will be up on the CoastSnap website soon. Information for the community on location and how to use CoastSnap to be provided.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.1.8	Continue community education about beach erosion, nesting shorebirds, and dune vegetation values	Four engagement activities / community contacts per annum	Council's website and pages relating the coastal information, CMPs and projects being progresses. New dune signage installed at New Brighton Beach. 'Shorebird Sunday's social media posts are currently delayed due to priority Flood Disaster COMS. COMS and Engagement Plan being prepared for 'Main and Clarkes Beach Dune Recovery Project' (refer 3.3.1.9 - Clarkes / Main Beach dune stabilisation project'.	On Track	
3.3.1.9	Clarkes / Main Beach dune stabilisation project	Project scope of works prepared and grant application made	Grant application for 50% funding through the Coast and Estuary Grants Program for 'Byron Bay - Main and Clarkes Beach Dune Recovery Project' successful. Project scoping and development of COMS Plan, Work Plan and RFQs commenced. COMS being prepared for engagement material - Webpage, Media Release etc. Internal Working Group to deliver the project created. First meeting of group held end of February. Stakeholder engagement for March.	Completed	
3.3.1.10	Belongil Creek Entrance Opening Strategy Review	Strategy reviewed as part of stage 2 Southern Shire CMP process	The first stage of the review of the Belongil Entrance Opening Strategy (2019) is complete along with minor amendments to the EOS as per Council resolution 21-547. A more detailed review of the EOS will be undertaken over the next 12 months as part of Stage 2 Southern Shire CMP preparation. The more detailed review is pending the outcomes of other Stage 2 CMP investigations. Amended EOS (Revision 1, December 2021) is available on Council's website.	On Track	
3.3.1.12	Tallow Creek Entrance Opening Strategy Review	Strategy reviewed as part of stage 2 Southern Shire CMP process	The review is a Stage 2 CMP study to commence in 2022. Scope of work and request for quotation currently being prepared for consultant engagement. Project commencement is pending grant funding approval.	On Track	

3.4: Support and secure our farming future

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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.4.1.1	Continue implementation of the Agriculture Action Plan	Convene Agricultural Cluster Group meetings (3); Maintain and update farmer database to disseminate information on farm-related issues.	Action plan adopted and implementation continuing. Farmer database now over 290. Weekly newsletter disseminated - including information on March 2022 flood support. Specific interest workshops, articles and information is selectively forwarded to network members e.g. Grazing, Regen Farming, Cropping. Follow up calls made to selected landholders regarding flood impacts.	On Track	
3.4.1.2	Continue to deliver Smart Farms -Small Grants project (Biodiversity Conservation Strategy Actions 3.4 & 3.10)	Deliver field days/workshops (3). Deliver farming mentoring program.	Farmer workshops are ongoing, to be delivered by Brunswick Valley Landcare. Farm planning and Soils workshops have been run - requesting an extension until mid October 2022 to deliver workshops due to delays following flood impacts. Farmer mentoring program in progress, in partnership with Southern Cross University. First workshop held December 2021.	On Track	





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

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

2021/22 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.1.1	Facilitate the Design Excellence Panel for Byron Bay Town Centre	Panel formed; meetings held	No change - Council resolved to appoint Design Excellence Panel for the interim whilst Council works towards wider advertising for more members in the new year.	On Track	
4.1.1.2	Continue to implement actions from Our Mullumbimby Masterplan, Bangalow Village Plan and Byron Arts and Industry Estate Plan	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	Place Planning Collective meetings continuing including masterplan project prioritisation and scoping.	On Track	
4.1.1.3	Investigate priority needs for future masterplans	EOI to outstanding villages to invite interest in community led masterplan process	Expression of interest process for early 2022 for the next village/town masterplan was endorsed by Council at the 28 Oct 2021 Council meeting. EOI drafting underway.	On Track	
4.1.1.4	Review and update Bangalow Development Control Plan (high priority action from the Bangalow Village Plan)	DCP reviewed and reported to Council	Final DCP adopted by Council 4 November. Due to be effective 25/11/21.	Completed	






OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.1.5	Deliver one way traffic trial for Centennial Circuit (Byron Arts and Industry Estate Precinct Plan action)	Report to Council on trial outcomes	Report to November 4 Council meeting confirming outcomes of the trial and recommendation to extend trial and seek permanent solution.	Completed	
4.1.1.6	Support the Federal Community Village Masterplan Steering Group to undertake community-led masterplanning for Federal	Draft masterplan reported to Council for public exhibition	In progress. Refer to Council website for further information. Aiming for a draft masterplan to be formally exhibited early 2022.	On Track	
4.1.1.7	Evaluate 'Talking Street', Mullumbimby project trial	Report to Council - project evaluation & recommendations for permanent changes	Staff intend to seek extension to project, following lack of staff resources internally (following natural disaster) to finalise the project. Pending approval from department, project is expected to be finalised by June 2022.	On Track	
4.1.1.8	Park activation Bayshore Dr (Byron Arts and Industry Estate Precinct Plan)	Activation events held	Construction of Park now complete. In the process of applying for the final portion of grant fund to be released for activation purposes. For this to be released we need to provide evidence that all previously allocated funding has been spent. Discussions are in progress with Events team.	On Track	
4.1.1.9	Amend Local Environmental Plan and Development Control Plan in accordance with Mullumbimby Hospital Precinct Plan	Amendments commenced	Land use planning to progress early 2022. Proposed next steps to be reported to Council.	On Track	
4.1.1.10	Commence review of Local Strategic Planning Statement priority actions	Stage 1. Engage with State Government North Coast Regional Plan Review (NCRP) including Byron Local Narrative and development of the draft NCRP	Commenced with engagement on State Government's North Coast Regional Plan Review (NCRP) including Byron Local Narrative and audit of Rural Land Use Strategy actions OP Plan code 4.1.2.15. Review progression to align with State government's endorsement of Residential Strategy and Affordable Housing Contribution Scheme, as well as review of the North Coast Regional Plan.	On Track	







OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.1.11	Progress Sandhills Reserve management transition in accordance with Crown Lands Management Act.	All actions required of Council complete	Council has secured a License to support construction of Skatepark and Recreation Precinct consistent with the requirements of the Grant Funding. Discussions are continuing with Crown Lands on management transition.	On Track	
4.1.1.12	Prepare precinct plan for land around the Byron Central Hospital (action from Business & Industrial Land Strategy)	Draft Precinct Plan commenced	Yet to commence, pending progression of other priority actions.	Not Commenced	


4.1.3: Manage development through a transparent and efficient assessment process

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.3.1	Assess and determine development applications	<p>1. Time taken to determine development applications under delegated authority - Average = 70 days, Median = 60 days</p> <p>2. Time taken to determine modification applications under delegated authority - Average = 50 days, Median = 40 days</p> <p>3. % of applications determined within 50 days under delegated authority >50%</p> <p>4. % of modified applications determined within 40 days under delegated authority >60%</p>	<p>March 2022</p> <p>1. DAs - Average - 110 days, Median - 95 days;</p> <p>2. Mods - Average - 88 days, Median - 80 days</p> <p>3. DAs - 36%</p> <p>4. Mods - 25%</p> <p>Third quarter</p> <p>1. DAs - Average - 103 days, Median - 77 days;</p> <p>2. Mods - Average - 81 days, Median - 39 days</p> <p>3. DAs - 38%</p> <p>4. Mods - 63%.</p>	On Track	
4.1.3.2	Assess and determine construction certificates	<p>80% Construction Certificates processed in less than 28 working days;</p> <p>80% subdivision certificates processed in less than 28 working days</p>	<p>March 2022</p> <p>33% of Construction Certificates processed in less than 28 days.</p> <p>100% of Subdivision Certificates processed in less than 28 days.</p> <p>Third Quarter</p> <p>59% of Construction Certificates processed in less than 28 days.</p> <p>83% of Subdivision Certificates processed in less than 28 days.</p>	On Track	
4.1.3.3	Assess and determine complying development applications	<p>80% Complying Development Applications processed in less than 20 working days</p>	<p>There were no Complying Development Application issued during March 2022.</p> <p>Third quarter - 81% Complying Development Applications processed in less than 20 working days</p>	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.3.4	Provide certification inspection services	Undertake 95% of inspections within 2 working days	<p>Inspections are generally carried out within a day of the requested date. Due to COVID-19 Health Orders staff are working on a rotational basis to ensure inspection coverage can continue.</p> <p>During March there were 111 inspection requests received. This is down on previous months due to flooding impacts. During the July to March period there were 1,454 inspection requests received.</p>	On Track	
4.1.3.5	Respond to and investigate complaints against building standards	Undertake 100% of inspections within 2 working days	<p>Where complaints relate to 'very high' or 'high' categories within the Compliance Priorities Program are received, they are actioned immediately.</p> <p>All other complaints are investigated within two days.</p>	On Track	
4.1.3.6	Conduct the Swimming Pool and Fire Safety inspection program	Statutory requirements met	<p>Swimming Pool inspections are undertaken on application for a Swimming Pool Compliance Certificate issued under the Swimming Pools Act.</p> <p>March 2022 - 1 certificate issued July and March - 50 certificates were issued and 5 non-compliant notices</p> <p>The Fire Safety inspection program is being reviewed and will be developed to so that annual reminders for certification are issued and compliance is met.</p>	On Track	
4.1.3.7	Share information through builder and developer forums	<p>Newsletters circulated to the building and development industry (6)</p> <p>Newsletters available online</p>	1 Planning eNews has been issued so far for the 2021/2022 financial year.	On Track	
4.1.3.8	Adaptable housing for multi-dwelling housing or medium density housing in accordance with DCP	Compliance with DCP	33% of dwellings in multi dwelling or medium density housing developments approved in 2021-2022 thus far are adaptable, which complies with the minimum 10% target.	On Track	




OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.3.9	Provide pre-lodgement advice and assistance to applicants	80% development related advice provided within 21 days 80% DAP minutes provided within 10 days	March - 100% Planning advice provided within 21 days. - 33% DAP minutes provided within 10 days. July to March - 58% Planning advice provided within 21 days. - 63% DAP minutes provided within 10 days.	On Track	
4.1.3.10	Prepare a Planning Proposal to enable precinct based Short Term Rental Accommodation.	Planning proposal progressed in accordance with Gateway	Updated planning proposal for STRA submitted to DPIE on 30/03/2022 as per Council resolution 22-060. The proposal is lodged as Gateway Amendment Application no. GA-2022-44.	On Track	
4.1.3.11	Prepare and assess Planning Proposals and Development Control Plans, and amend Local Environmental Plan maps	80% of applicant initiated planning proposals reported to council within 90 days once the applicant has paid the required Stage 1 assessment costs.	Output measure achieved. Business & Industry Strategy lands -- Gulgan Road North and Manns Road, Mullumbimby: assessment underway; 150 Lismore Road, Bangalow: awaiting public exhibition in April; Lot 12 Bayshore Drive, Byron Bay: initial assessment underway; Rural Land Use Strategy associated -- McAuleys Lane: draft planning agreement to be reported to April Planning Meeting prior to exhibition; 114 Stewarts Road Clunes, 103 Yagers Lane Skinners Shoot assessment commenced. Planning proposals not associated with a strategy -- Elements (North Byron Resort): with DPIE for review and finalisation.	On Track	
4.1.3.12	Administer 10.7 certificates, allocation of property addresses and update property subdivisions in GIS and Authority	95% of 10.7 requests processed in 5 working days Report monthly on requests for property addresses Update property information in Authority and GIS	Approximately 95% of Section 10.7 Planning Certificate applications processed within 5 working days (ongoing measure).	On Track	
4.1.3.15	Provide action implementation update on Rural Land Use Strategy	Actions audit and update reported. Respond to DPI Review of State Significant Agricultural Land.	Action audit report prepared for May Council planning meeting.	On Track	
4.1.3.16	Review DCP 2010 & DCP 2014 to determine preferred structure and priority updates.	Project Plan commenced	Project plan commenced with priority housekeeping DCP matters to be progressed over coming months.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.3.17	Commence Employment Zone reform implementation	Progress in line with state government timeframes	Awaiting draft land use table translation from DPIE before a report to Council seeking endorsement can be finalised. Next Steps: Council Report scheduled for 28 April.	On Track	

4.2: Support housing diversity in appropriate locations across the Shire

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



2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	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)	Finalise LEP amendment to apply SEPP 70 affordable housing contribution to one or more of the sites identified in the Residential Strategy	A Gateway Determination was issued on 18 February 2022. A revision of the gateway delivery timelines was requested of DPE in consideration of the recent flood event, The new dates for exhibition, reporting to Council and finalisation were granted respectively to May, 6 months and 8 months. This will enable exhibition at a time more appropriate to the community's capacity to engage.	On Track	
4.2.1.2	Progress future use of Lot 22, Mullumbimby Planning Proposal, Plan of Management and Structure Plan	Planning proposal progressed in accordance with Gateway Plan of Management and Structure Plan commenced pending outcome of Planning Proposal	The DPIE peer review of the planning proposal has been finalised. Staff concerns with the peer review remain. An report on this project will be tabled with Council in early 2022.	Delayed	
4.2.1.3	Progress governance framework and partnerships for the delivery of diverse housing	Report prepared	Further meetings to organize the housing summit have been held, with a tentative date set for 13 May 2022.	On Track	

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

4.3.1: Facilitate and support sustainable development of our business community



2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.3.1.1	Review the format of the Economic Development Strategy and Action Plan	Working revision and collation of relevant documents. Scope out engagement and communication plan to inform development of the Strategy.	Communication Plan drafted. Engagement with the business industry will commence shortly.	On Track	
4.3.1.2	Continue to strengthen partnerships between Council and the business community	Formalise Sourdough MoU. Support workshops in line with the business community needs. Support employment opportunity workshops.	Recently conducted over 100 face to face visits with local flood-impacted businesses to ascertain immediate needs and concerns and to advise of current funding available. Currently working on workshop content in line with business community needs. Flood impact business survey to be released shortly.	On Track	

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






2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.4.1.2	Continue to liaise with our business and tourism industry.	Participate in various business and tourism boards and meetings when appropriate. Collate and share business data.	Continuing engagement by way of meetings, sharing of data and research via Council website, email and business newsletter. During flood emergency staff went door to door of businesses across Mullumbimby, Brunswick Heads, Billinudgel, New Brighton and South Golden Beach checking on over 100 businesses and providing contacts and information to support. Significant increase of visits from businesses to the Recovery Centre after these walk arounds was reported.	On Track	
4.4.1.3	Consider how to increase awareness of accessibility and inclusion for our business community in the development of the new business industry plan	Accessibility and inclusion considerations incorporated into the new business industry plan	Sharing information where appropriate regarding awareness of accessibility and inclusion via meetings, Council website, newsletter. To be considered into the new business industry plan.	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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.5.1.1	Align existing reporting with Resilience Framework.	Relevant report actions aligned with Resilience Framework.	Resilience Framework reporting achieved through Pulse.	On Track	
4.5.1.2	Develop Internal Resilience Framework.	Framework developed.	No update for this reporting period.	On Track	
4.5.1.3	Review Community Gardens Policy	Investigate 'Enterprise Garden' definition for Mullum Community Gardens	Report going to Council with revised Community Garden Policy definition and additional enterprise garden definition.	On Track	
4.5.1.4	Scope out parking study brief for Byron Arts and Industry Estate (action in Byron Arts and Industry Estate Masterplan)	Draft project brief prepared	Project to commence in 2022.	On Track	
4.5.1.5	Support Community and local emergency services to develop and coordinate shared disaster resilience activities.	Coordination of Community Resilience Network, exercises and training.	Supporting community and local emergency services during the recent flood event and taking a proactive role in establishing the Local recovery centre and outreach recovery centres.	On Track	

Community Objective 5: Governance




We have community led decision making which is open and inclusive



5.1: Engage and involve community in decision making

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

2021/22 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.1.1	Refresh Byron Shire Council's corporate style guide	Corporate style guide to developed and implemented.	Underway but delay in completion because of the floods.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.1.2	Evaluate the 2 year trial of the "Byron Model" for deliberative democracy and incorporate findings into Council's engagement practices	Model implemented; inclusive stakeholder engagement strategies incorporated; program evaluation report provided to the Executive Team and Council	<p>The implementation of recommendations from the Byron Model has reached the end of the trial period. An end of trial review was undertaken and included an internal staff survey and a survey of Citizen Lottery registrants. The outcomes of the review were reported to the Executive Team in December 2021. Based on the feedback received, there were several elements of the Byron Model that worked well, both with the deliberative process and the initiatives implemented.</p> <p>The findings identified that there is merit in continuing with the following initiatives post the Byron Model trial:</p> <ul style="list-style-type: none"> - Citizen Lottery - Petition Guidelines - Accessibility initiatives - Local Supplier initiatives - Continued improvements in the way we measure and report on organisational performance - Continued improvements in Project Management (reporting, evaluation etc.) - The Engagement Proforma if reviewed and as a guideline only to support the IAP2 process 	Completed	
5.1.1.3	Hold quarterly Community Roundtable meetings	Community Roundtable meetings held four times a year.	The Community Roundtable scheduled for 16 March 2022 was cancelled because of the floods. The next roundtable will be held on 15 June.	On Track	
5.1.1.4	Conduct 2022 Community Survey	Data published	This Action needs to be deferred to the 2022/2023 financial year, with its budget carried forward. A deferral will have some flow-on impacts but they are manageable and the benefit will be ability to reallocate the staff resources to urgent actions from the Flood Recovery Action Plan.	Needs Attention	

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.1.5	Design and implement annual youth leadership program	1 leadership program delivered.	Council resolved (21-344) to undertake targeted engagement to determine the preferred model that can give young people an effective voice in raising issues of concern to young people. This survey and promotional material has been prepared and rolled out in December 2021. A report will be presented to the new Council regarding the outcomes and the proposed forum for future youth engagement to commence in 2022.	Needs Attention	
5.1.1.6	Review Community Participation Plan	Community Participation Plan updated and adopted	Delayed due to timing of Community Engagement Strategy and potential changes as a result of the DPIE Planning Proposal reforms.	Delayed	





5.1.2: Enhance staff capacity in community engagement

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.2.1	Minimum of six staff to complete IAP2 Essentials/Design courses or courses designed to increase awareness of community engagement.	Minimum of six staff completed IAP2 Engagement Essentials	COVID and the floods have had an impact on this training. Several staff have or are undertaking training online.	On Track	
5.1.2.2	Implement inclusive Community Engagement Policy	Evidence of staff to be implementing communication and engagement plans for major projects and for other issues of interest and importance to the community.	Communication and engagement plan developed for Moving Byron.	On Track	
5.1.2.3	Upgrade and review Engagement Toolkit as required	Staff to be referring to engagement toolkit when planning for and implementing projects that have a communication and engagement component.	Toolkit is upgraded as needed.	On Track	

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





2021/22 Operational Plan Activities




OP Code	Operational Plan Activity	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	>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	Council Meeting Business Papers were 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.	On Track	
5.1.3.2	Facilitate and promote online opportunities for community access and make community access opportunities available to people using assistive technology	Four projects to be promoted and linked via website and yoursaybyronshire.com.au	Projects on YourSayByron Shire include the Byron Bay playground upgrade and Moving Byron.	On Track	
5.1.3.3	Continued monitoring and improvement of the Byron Shire Council website to ensure content complies with DDA and WCAG Level AA standards	Implementation of Accessible Documents Plan including capacity building programs for staff	Quality assurance score at 93% - usual monitoring and mediation delayed due to focus on emergency flood comms. Accessibility compliance remains at 72.5%. 478 items published to the website.	On Track	
5.1.3.4	Continual use of online and social media engagement tools.	Increase in social media followers	10,691 followers on Facebook. 453 new followers.	On Track	

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

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



2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.1.1	Review Operational Plan annually	New Operational Plan prepared; DIAP strategies incorporated into new Operational Plan	The development of the 2022/23 Operational Plan commenced in February 2022. The Operational Plan will align with the refreshed Community Strategic Plan and Delivery Program that is currently in development. The adoption of the documents is on track to meeting the 30 June 2022 Integrated Planning and Reporting requirements.	On Track	
5.2.1.2	Undertake a community engagement program to review and develop Council's Integrated Planning and Reporting framework documents	Review and ratification of the Community Strategic Plan and resourcing strategy; development of the Delivery program for the new term of Council (2022-2025); development of the associated Operational Plan and budget	The Community Engagement Strategy for the Community Strategic Plan was endorsed by Council at the 24 February Ordinary Meeting. The report outlines the results from the community engagement activities that had been held to inform the refresh of the Byron Shire Community Strategic Plan 2032. The report also recommended further engagement on the Delivery Program will be undertaken over the coming months. The Councillor "Listening Tour" was cancelled in response to the impacts of the flood event on the community.	On Track	
5.2.1.3	Prepare and submit End of Term Report and Annual Report	Annual Report and associated documentation submitted to OLG; Annual Report on DIAP provided to ACWG	The 2020/21 Annual Report was presented to the 28 October Ordinary Meeting of Council and the End of Term Report was presented to the last meeting of Council on 25 November Ordinary Meeting. The OLG were advised in writing on 26 November 2021.	Completed	
5.2.1.4	Publish GIPA open access information online	Open access published as per the Act.	Council continues to regularly publish open access information to the website. Most Development applications post 1/7/2010 and associated documents that are open access are being published as soon as possible.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.1.5	Continued implementation of Accessible Documents Plan and capacity building activities to enhance accessibility	<p>Ensure 90% of key Council templates are accessible or have an accessible alternative available.</p> <p>Complete audit of existing documents and distribute to staff for actioning.</p> <p>Identify and create accessible versions or alternatives for key Council documents.</p>	Received feedback from an independent accessibility consultant on key branded templates.	On Track	
5.2.1.6	Review and update Council business templates for consistency and accessibility	Review of core business templates completed and identified schedule for revising all templates determined; Accessible templates completed for highest priority templates.	Received feedback from an independent accessibility consultant on key branded templates.	On Track	
5.2.1.7	Maintain and update accessibility maps online that identify public space and facilities that provide information about accessibility	6 monthly reviews	Information on accessibility at Council public amenities is online and being kept updated.	On Track	



5.2.2: Incorporate wellbeing framework within organisation to inform decision making

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.2.1	Embed an outcomes measurement system into the Integrated Planning and Reporting framework	Framework incorporated into integrated planning and reporting	The University of New South Wales (UNSW) Centre for Social Impact is currently working with Council to develop an outcomes measurement framework. The project has progressed to Stage Three and Council and University staff are currently creating a localised outcomes framework, selecting indicators and exploring additional data sources.	On Track	
5.2.2.2	Deliver annual Community Donations Program	8 community initiatives supported	The Community Initiatives grants program has undergone a review. Policy changes have been endorsed by the Executive Team and are now on Public Exhibition. These changes remove duplication, align policy with practice, and increase the accessibility of funding for small community groups. Dates for 2022 will be advertised once the outcome of Public Exhibition is known.	On Track	







5.2.3: Provide access to publicly available corporate registers

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.3.1	Maintain, publish and report on relevant registers including delegations, Councillors and designated staff disclosures of interests, Councillor and staff gifts and benefits, and staff secondary employment.	100% of disclosures by Councillors and staff captured and reported as required	<p>Registers are up to date. Certificates of Authority have been created and ready for distribution to 120 officers who hold relevant delegations requiring a certificate of authority to be carried while performing their investigation duties off-site. Work has commenced on a delegations document to be published on Council's website.</p> <p>Primary disclosures of interest have been received for all Councillors and are ready to be tabled at the Planning Meeting on 14 April 2022 as required by legislation. Primary returns have been tabled for 2 designated staff members at the Ordinary Meeting on 24 March 2022.</p> <p>The Gifts and Benefits Register and the Secondary Employment Register are up to date.</p>	On Track	
5.2.3.2	Review, update and publish Council policies online and report on the status of Council's policy register	100% of policies adopted by Council are available online within 7 days of adoption; online information to meet WCAG 2.1 AA requirements; annual status reported to ARIC	<p>This month the Procurement and Purchasing Policy and the Sustainable Catering Policy were endorsed by the Executive Team which required only minor updates.</p> <p>The updated Code of Meeting Practice was reported back to Council on 24 March 2022 along with the updated Community Initiatives (s356 donations) Policy. The Code and Policy are now on public exhibition (Code until 8 May, Policy until 24 April).</p> <p>The water and Sewer Equivalent Tenement Policy was reviewed by staff in March and will be reported to the Executive Team advising the Policy remains current.</p> <p>There are a further 16 policies due for review in this financial year. Of these 16, 12 have had reviews initiated.</p>	On Track	


5.2.4: Support Councillors to carry out their civic duties

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.4.1	Deliver the Councillor Onboarding Program following the 2021 Local Government Election	Program developed and delivered	The Councillor onboarding program has been delivered, with general induction sessions held 17 - 19 January 2022. This was complimented by weekly OLG webinars that commenced in February. Detailed workshop sessions on the development of the Delivery Program were held on 18 and 21 February. Ongoing professional development opportunities will be made available to Councillors as they arise in accordance with the Councillor Expenses and Facilities Policy.	Completed	
5.2.4.2	Implement Councillor learning and development and capability framework	Training program delivered based on Councillors' identified needs	Information on LGNSW programs was shared with Councillors during the general induction sessions, and Councillors have been encouraged to consider their development needs to identify suitable training options. A "Planning for Non-Planners" workshop was delivered by LGNSW as part of the induction program on 19 January 2022.	On Track	
5.2.4.3	Deliver Council meeting secretariat - including agenda preparation, minutes and council resolutions monitoring	Agendas posted on website 7 days prior to meeting and 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. The Quarterly Resolutions Report for January - March 2022 will be provided to Council at the 28 April Ordinary Meeting.	On Track	
5.2.4.4	Provide support to Councillors - including councillor requests, briefing sessions, provision of facilities and payment of expenses, and record keeping	Monthly strategic planning workshops, 100% of complete claims are reimbursed within the month in which they are received	Providing support to new term of Councillors including induction, information on Councillor expenses and facilities, supporting coordination of strategic planning workshops and council meetings.	On Track	
5.2.4.5	Implement and manage Code of Conduct training programs for Councillors, staff, and committee members	Training program delivered	Training programs have been or shortly will be undertaken.	On Track	
5.2.4.6	Implement and manage training in respect of Council's Code of Meeting Practice	Training program delivered	A draft Code of Meeting Practice is currently on exhibition. There will be further training after it is adopted.	On Track	





5.2.5: Enhance access and availability of information to the community

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.5.1	Exhibit Development Applications as required by the Community Participation Plan	DA exhibition meets CPP timeframes	<p>During March there were:</p> <ul style="list-style-type: none"> - 55 Development applications were exhibited in accordance with the Community Participation Plan. - 66 Submissions were received in relation to development applications. <p>Between July and March there were:</p> <ul style="list-style-type: none"> - 510 Development applications were exhibited in accordance with the Community Participation Plan. - 733 Submissions were received in relation to development applications. 	On Track	

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





2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	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.	Evidence of communication and engagement plans for relevant projects.	Comms staff continue to support other staff with flood-related communication, Moving Byron, Byron Bay playground upgrade.	On Track	
5.2.6.2	Manage media and social media enquiries about Council activities.	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	All actions required of Council complete	Engagement continuing. Focus for remainder of year will be on managing impacts of floods on crown reserve assets.	On Track	
5.2.6.4	Produce a regular community newsletter 'Something to Talk about'	Something to Talk About published by end of each calendar year.	The rates notice was rebranded as Something To Talk About and was distributed in July 2021.	Completed	

5.3: Deliver a high level of customer service


5.3.1: Enhance external and internal customer service effectiveness

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.3.1.1	Maintain online reporting to community on service guarantees	Performance reports updated quarterly	March update will be completed shortly.	On Track	
5.3.1.2	Deliver great service to our customers and provide consistent, accurate and timely information	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 Employee Culture Survey show an improvement in service confidence and attitudes compared to the 2019 results.	On Track	
5.3.1.3	Investigate and scope methodology for resolving mapping inconsistencies between property and zone boundaries (Action No.26 from Rural Land Use Strategy)	Report project scope	To be commenced in first half of 2022, pending completion of other project priorities.	Not Commenced	
5.3.1.4	Prepare submission/s on draft changes to State government planning policy or legislative reforms	Submission/s prepared where required.	Ongoing: State government provided with staff response on 'Discussion Paper - A new approach to rezoning'.	On Track	

5.3.2: Further develop a proactive customer service culture

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
5.3.2.1	Embed Customer Service Strategy and implement action plan to continue to develop a proactive customer service culture	Program implemented in accordance with implementation plan activities	The Customer Experience Strategy 2019-2022 provides a comprehensive Action Plan with activities aimed to embed successful, appropriate and sustainable customer service delivery and service improvements across Council. Achievement of the Action Plan continues in 2021/22 with approx. 60% actions achieved to end 2021. Four Customer Service Excellence workshops were held 16-17 February 2022, with 40 attendees across all Directorates.	On Track 

5.4: Manage Council's 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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.1.1	Annual review of suitability and utilisation of light and heavy fleet	Review complete and reported to Manager Works	initial meeting with Key Stakeholder Staff to discuss suitability of current and future plant and equipment. Review completion and report to Manager deferred to May 2022.	On Track	
5.4.1.2	Manage Council's fleet in accordance with approved program	Fleet items managed and replacement as per approved program	Discussion with staff replacement of equipment is ongoing as required. Council has been advised by developer that the upgraded version of Fleet Management software "Ausfleet" continues to be delayed due to IT issues with product development and Staff. Fleet vehicle options completed	On Track	


5.4.2: Improve further Asset Management Systems capability (SP)

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.2.1	Update the Strategic Asset Management Plan in accordance with IP&R requirements	Complete the review of the SAMP	A State of the Assets presentation has been prepared for the incoming Council	On Track	
5.4.2.2	Develop system driven Urban and Rural Drainage Maintenance Program	Maintenance program operational within Reflect software system	The Drainage Maintenance Program is now operational within software system Reflect. System is working well and making work area more efficient.	Completed	
5.4.2.3	Review and update 10 year flood and drainage program	Plans and programs reviewed and ready for development of 2022/23 budget process	Review is complete in line with usual budget planning processes. Further reporting is planned in early 2022 to the new Council that will detail budget and asset condition data deficiency that impact staff ability to develop a well rounded long term program.	Completed	
5.4.2.4	Review and update 10 year footpath, shared path and cycleway program	Plans and programs reviewed and ready for development of 2022/23 budget process	Review is complete in line with usual budget planning processes.	Completed	
5.4.2.5	Review and update 10 year road and bridge program	Plans and programs reviewed and ready for development of 2022/23 budget process	Review is complete in line with usual budget planning processes.	Completed	


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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.3.1	Complete the annual infrastructure assets report	On time completion of the annual report on infrastructure assets	A State of the Assets presentation has been developed for the incoming Council	Completed	



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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.4.1	As recommended by the Community Solutions Panel, Council will continue to work with the community to prioritise actions from Place Plans.		There are no specific activities identified in the 2021/22 Operational Plan.	Completed	

5.4.5: Progress implementation of inclusive and integrated resourcing strategy

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.5.1	Develop a 5 year workforce plan	Plan developed identifying key actions and initiatives to be undertaken during the period 2022-2027 to address key workforce challenges	A draft revised plan is being developed but has been delayed due to COVID and recent flooding events	Delayed	
5.4.5.2	Monitor, review and update Long Term Financial Plan	Long Term Financial Plan 2020-2030 adopted and subsequently updated quarterly	Base case scenario now completed and briefing held with Executive Team on 23 February 2022. Moving on to reset plan to add an additional year and utilising the 2022/2023 budget as the basis for the revised plan to be adopted by Council in June 2022. Will certainly need to be recast due to the impact of the flood events that will impact Council in terms of recovery for at least the next two years.	On Track	

5.5: Manage Council's finances sustainably






5.5.1: Enhance the financial capability and acumen of Council



2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.1.1	Financial reporting as required provided to Council and Management	Within ten days of month end for management reporting and within agenda deadlines for Council.	Financial reporting completed on an ongoing basis as required for monthly reporting and Council/Committee Meeting agenda deadlines.	On Track	▶
5.5.1.2	Support the organisation in identifying financial implications of projects, proposals and plans	Financial comments provided in Council reports as required within agenda deadlines.	Providing support as required for projects, proposals and plans whilst providing financial implication comments in Council reporting as required.	On Track	▶

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





2021/22 Operational Plan Activities



OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.2.1	Maintain and improve internal financial controls	Reconciliations undertaken monthly within 10 days of month end.	Internal Control outcomes reviewed monthly.	On Track	
5.5.2.2	Complete annual statutory financial reports	Unmodified audit report provided and adopted by Council.	Audit of 2020-2021 Financial Statements now completed. Financial Statements adopted by Council on 28 October 2021 and lodged with the Office of Local Government on 29 October 2021. Published Financial Statements have been advertised and uploaded to Council's website.	Completed	
5.5.2.3	Ensure Council revenue billing and payments are available in an accessible format	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	Latest indication is that thirty one percent of all rate notices/water accounts are now distributed through e-notices and BPay view. Ongoing promotion continuing.	On Track	
5.5.2.4	Debt recovery is maintained within Office of Local Government benchmark	Benchmark is maintained below 10% for Office of Local Government benchmark by 5% for Council benchmark	Outstanding rates and annual charges percentage at 30 June 2021 finalised at 8.3% still below industry benchmark. Further monitoring during the financial year undertaken monthly given Council has again suspended debt recovery and the interest rate on outstanding rates and charges has been set at 0% until 28 February 2022. Council has no further extended this to 30 June 2022 due to the recent flooding events.	On Track	
5.5.2.5	Manage treasury functions of Council to maintain cash flow and maximise return on invested funds	Compliance with investment policy, T Corp directives and interest on investment revenue budget achieved	Cash flow being monitored and investment opportunities pursued when able. Historical low interest rates will impact returns and interest revenue budgets for 2021-2022 have been reduced. May need further review as part of the 31 March 2022 Quarterly Budget Review.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.2.6	Identification of ethical investment opportunities with environmental and social inclusion outcomes	Higher proportion of investment portfolio invested accordingly then previous year.	Investment opportunities with environmental and social inclusion outcomes being pursued when available on the market and Council is able to secure an allocation. Council is also now subject to NSW T Corp investment restrictions which may potentially limit opportunities and ability to move away from investments with institutions linked to fossil fuels given credit rating.	On Track	
5.5.2.7	Finalise the revaluation of operational land and buildings in conjunction with Assets and Major Projects staff	Revaluation outcome analysed and incorporated into Council's assets registers and general ledger.	Audit of 2020-2021 Financial Statements now complete including asset revaluation of operational land and building assets. Also included revaluation of other structures and open space assets in addition.	Completed	

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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.3.1	Develop and implement forward procurement plan to ensure compliance with Local Government Act	90% of Contracts compliant with Local Government Act tendering requirements and actions listed in the annual procurement plan implemented.	Implementation of the Annual Procurement Plan is continuing with a number of key initiatives implemented or in progress. Work is continuing to review the Authority Contract Register to ensure it is current, Contract Request online forms and Contract Award online forms have been implemented, Council's internal Procurement Guidelines have been updated to reflect recent internal audit recommendations, improve accessibility and add information about procuring from a panel.. The first 6 monthly expenditure report was provided to Infrastructure Services managers in January and discussed at a meeting in mid February. The Procurement Policy has been reviewed with minor changes endorsed by the Executive Team in March 2022.	On Track	
5.5.3.2	Develop and implement internal awareness and training program to upskill staff in procurement	A minimum of one education initiative delivered to staff	Corruption prevention training by ICAC on 28 February was rescheduled to May due to the flood disaster. Internal induction training in procurement commenced 30 August 2021, delivered face to face /zoom to all new starters on a monthly basis or as needed, and Probity in Procurement training is being explored for delivery by IPAA before 30 June 2022.	On Track	
5.5.3.3	Implement Contract Management Framework	Develop and implement Contract Management Framework in accordance with the approved roadmap	Due to the impacts of staff changes and the flood disaster, activity will be deferred to 2022/23 Operational Plan.	Needs Attention	
5.5.3.4	Assist in building the NRJO Council's regional procurement capacity and implement NRJO actions where applicable	Participate in regional joint procurement initiatives as the opportunity arises	The NRJO continues to meet regularly, with the first meeting of 2022 held on 8 February. Council sought interest from other Councils to provide a joint training in Probity in Procurement however there was no uptake. Council will proceed with this training for staff before 30 June 2022. Joint tender with Ballina Shire Council for Water Meter readers currently open.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.3.5	Improve Council's sustainable procurement performance	Implement a minimum of one recommendation from the 2020 Sustainable Choice Procurement Survey report	On 1 January 2022 Council entered into a new contract with Energy Action to source a Renewable Energy Supply Agreement via their Green Tender process in September 2021. The new electricity contract is a full green option improving Council carbon emissions and contributing towards Council's Zero Emissions goal. The Sustainable Choice Survey recommendations will be revisited and where appropriate, included in the Annual Procurement Plan 2022/23.	Needs Attention	

5.6: Manage Council's resources sustainably

5.6.1: Enhance leadership effectiveness and capacity

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	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	80% of leadership team participates in regular coaching and new managers undertake LSI within 9 months of appointment.	Coaching of managers delayed due to lack of accredited staff in P&C team.	Delayed	
5.6.1.2	Facilitate cross-directorate working group on homelessness to strengthen internal collaboration, knowledge exchange, advocacy, and planning	5 internal working group meetings facilitated	The All Staff Forum on Homelessness and Housing Response scheduled for March was cancelled due to the flood disaster and will be rescheduled once the situation is clearer. A cross-directorate submission was made to the NSW Government's pre-Budget submission process to highlight the issue of housing crisis in the Byron Shire and to restate the position of the NRJO in this regard. Work on producing and refining external communications continue, primarily via a Frequently Asked Questions resource.	On Track	▶


5.6.2: Ensure support for employees physical and mental health

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.2.1	Examine physical risk factors for an ageing outdoor workforce and develop a prevention program to reduce sprains and strains (our highest proportion of workplace injuries).	Prevention program developed with actions identified for implementation in early 2022/23 financial year	ET report outlining proposed training program being developed for Op Meeting on 4 May	On Track	▶
5.6.2.2	Deliver a health and wellbeing expo for staff	Expo delivered with 70% of staff attending	Expo to be held end May 2022 - date TBC but venue will be the Cav	Delayed	

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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.3.1	Partner with managers in developing and implementing action plans following results from the Human Synergistics Organisational Culture Inventory (OCI) and Organisational Effectiveness Inventory (OEI) culture surveys.	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.	All debriefs undertaken with teams however many were hampered by COVID and WFH arrangements and therefore not as robust as planned. Managers action plans at varying stages and P&C action to develop organisational culture improvement initiatives will be reflected in new Workforce Plan.	On Track	






5.6.4: Ensure Council's information systems are effective, resilient and accessible

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.4.1	Prioritised security tasks based on Federal Govt Essential 8 compliance; - Implementation of Application Whitelisting	Compliance to Federal Govt Essential 8 recommendations	Council have successfully migrated all desktop/laptop computers and 15% of servers. Work is continuing on migrating servers into "High Enforcement" (Blocking mode).	On Track	
5.6.4.2	Develop and implement internal systems and staff training programs to ensure compliance with Native Title Act requirements.	null	Last stage delayed due to impacts on staff resources from floods. Revise due date to 30 June 2022.	Delayed	

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


2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.5.1	Coordinate and publish the Disclosure Log of Formal GIPA Access to Information requests to Council's website	GIPA disclosure logs published online	Disclose log is updated on a monthly basis as required.	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	Processed within statutory timeframes.	Applications are being or have been processed with the required timeframes.	On Track	
5.6.5.3	Monitor all inwards electronic email received in Council's generic mailbox, store these in Council's Electronic Document Records Management System (EDRMS); scan and process to EDRMS all Council's hardcopy inwards mail	Inwards mail and council inbox stored/scanned within 3 days	All inwards correspondence including hardcopy and emails are being processed and stored into Council's EDRMS within 1 working day of receipt.	On Track	
5.6.5.4	Recommend improvements to IT Steering Committee. Implement endorsed improvements.	Improvements implemented as per agreed project plans	IT project activities generally progressing to plan. Current actions include: - Implementation ongoing for Water Maintenance application (Assetic) - Phone system upgrade from from Skype to Teams has commenced - Planning and proof of concept underway for CRM (customer request management) improvements - Planning underway for disaster recovery facility improvements	On Track	
5.6.5.5	Implement eForms platform for all directorates	Council wide e-forms platform implemented	An electronic forms solution is now in place for the organisation.	Completed	

5.6.7: Develop and embed a proactive risk management culture




2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.7.1	Evaluate and improve risk management framework	Review Risk Management Strategy and Policy; Develop risk appetite and risk tolerance statements; Regular risk management reporting to the Executive Team and ARIC	The implementation of the Enterprise Risk Module was further progressed in February 2022, however the 28 February 2022 flood event required a reprioritisation of work by key staff involved. The activation of the module is now planned for post 1 July 2022, which will mean further implementation activities will not commence until a new Coordinator is appointed. Regular risk reporting is provided to the Executive Team and the Audit Risk and Improvement Committee at its first meeting in May 2022.	Delayed	
5.6.7.2	Implement training and development program to improve the risk management culture in the organisation	Delivery of one training or development initiative and implementation of induction training for all staff	Quarterly training on risk to new staff continues to be delivered with the next training scheduled for April 2022, as the flood event deferred the March training date. The internal events process has undergone further internal consultation with key users and the final report on the planned approach will be provided to ET for consideration in May 2022.	On Track	▶
5.6.7.3	Review and test Business Continuity Plan in accordance with the Business Continuity Management Manual	Business Continuity Plan reviewed and one desktop exercise conducted	The Flood Event that occurred on 28 February 2022 was another occasion where the Business Continuity Plan (BCP) was activated, and as a result of the number of business interruptions that emerged from the event the BCP will be further refined post-debrief. A debrief has been arranged in early May 2022 to ensure that revisions to the BCP can be considered by the Executive Team before 30 June 2022.	On Track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.7.4	Coordinate the Audit Risk and Improvement program	Ongoing coordination of the Audit, Risk and Improvement Committee throughout the year; internal audit reviews undertaken in accordance with the Internal Audit Plan; support implementation of audit recommendations	The coordination of Audit, Risk and Improvement Committee (ARIC) activities continued, although a second EOI for membership is currently being advertised. The Cybersecurity Internal Audit will be completed by end of the March quarter and the outcomes will be reported to the Executive Team and ARIC, The Executive Team considered the Annual Internal Audit Plan for 2022/23 in March, and this will be reported to the first ARIC meeting on 19 May 2022 for adoption.	On Track	


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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.8.1	Assess and provide advice on internal and external insurance claims or concerns	Increase in claims managed in house by Council; insurance matters are managed in a timely, efficient and effective manner	Ongoing. Under excess claims are being managed in-house, unless of a sensitive nature, resulting in significant savings to Council. Due to the impacts of the flood disaster on insurance claims workload, the Claims Management Policy development will be deferred until 22-23 OP.	On Track	
5.6.8.2	Manage insurance claims and provide data to inform strategic decision-making	Data and information from insurance performance report is provided to the Executive Team to inform decision making	The February & March Monthly Insurance report to be provided to the Executive Team (Insurance claims) on 9th April 2022. Contract Works/Project Risks - presentation deferred 22-23 OP. 2022 Insurance renewal process has commenced with four questionnaires to be completed this year. The questionnaires have staggered submission dates over the months of March, April with all due for submission by 29th April 2022. Renewal terms will be issued to review cover and premiums for approval by 30 June 2022.	On Track	
5.6.8.3	Coordinate participation in the Statewide Mutual Continuous Improvement Pathway (CIP) Program.	Submission of completed CIP workbooks to Statewide Mutual	CIP Workbooks for Stormwater, Claims Management, Tree Management were submitted to JLT on 29 October 2021. Next round of CIP Workbooks will be released in the second half of 2022.	Completed	




5.6.9: Develop and implement organisational innovation and creativity

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.9.1	Identify evidence based opportunities to enable creativity and innovation in local government	Collective impact initiative undertaken, evaluated and showcased.	Further discussion required to determine next steps forward.	On Track	


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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.10.1	Complete 2021 LG Performance Excellence Program	Data submitted and report obtained	Complete. Data being used to inform Workforce Plan review.	Completed	
5.6.10.2	Maintain the register and provide status reports on corporate legislative compliance reporting and monitor for currency and non-compliance issues.	Compliance register reviewed and updated to reflect legislation changes; status reviewed and non compliance issues reported to the Executive Team, ARIC and Managers as required	Council's legislative compliance reporting is currently up to date. The 6 monthly status of our corporate legislative compliance reporting was provided to the February Executive Team Meeting.	On Track	
5.6.10.3	Provide relevant statistics/business intelligence data to the Executive Team to inform strategic decision-making	Regular reports provided to Managers and Executive Team including grants, risk & insurance, procurement expenditure and customer activity data	Regular monthly and quarterly reports are provided to Managers and the Executive Team to identify trends and inform decision making. This includes grants, risk and audit reviews, insurance, procurement expenditure, compliance, secondary employment and customer activity data. The last report was provided to the Executive Team on 9 February 2022.	On Track	


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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.11.1	Participate in Northern Rivers Joint Organisation (NRJO) forums	Participate in regular NRJO meetings	NRJO GMAC meeting cancelled due to flooding. Next Board meeting is scheduled for May 2022.	On Track	



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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.12.1	Coordinate competitive grant applications with Council's business units to meet Federal and State government outcomes	60% of proposed grant applications submitted	No grants submitted in March. \$1 million AGRB 1012 Disaster Recovery Grant, Program of Works was compiled and will be reported to Council. Grant applications are being prepared for Floodplain Management Grant and Club Infrastructure grant; due in May.	On Track	
5.6.12.2	Provide sound governance for grants management	Successful delivery of funding body requirements on grant funded projects	Funding agreements reviewed and submitted for Suffolk Park Football Club new change rooms and the refurbishment of the Byron Community Hub. Funding agreements coordinated for Biodiversity grants. Milestone 6 reported submitted for Election Commitment Funding \$25 million. Reviewed entire grants program to identify potential delays due to AGRN 1012.	On Track	

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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.13.1	Provide in-house legal advice to the organisation to inform decision making and minimise organisational risk	Deliver monthly legal services status reports	Legal officer advice in March: GM - six; DSEE - 21; DIS - five; DCCS - three.	On Track	
5.6.13.2	Represent Council's legal interests	Manage litigation to best advance Council's interest	One defended Local Court hearing in March.	On Track	
5.6.13.3	Manage code of conduct matters	100% of matters dealt with and statutory reporting deadlines met	All matters are being managed within required timeframes.	On Track	