

Operational Plan 2022/23

Quarterly Report

Quarter 1



BYRON
SHIRE
COUNCIL

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.



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 2022/23 Operational Plan, noting the:

- Activity
- Measure
- Timeframe
- Comments
- Status

OP Code	Operational Plan Activity	Measure	Comments	Status	
					▶

Status indicators:

✓ **Completed:** the activity has been completed in accordance with the prescribed measures

▶ **On Track:** progressing and on track, in accordance with the timeframe, measures, and budget

⊘ **Needs Attention:** indicates that the scope of the activity may need to be reviewed in line with constraints such as timeframe/budget

|| **Delayed** - progressing but not currently on track with the timeframe, measures, or budget

— **Not Commenced** – not yet commenced or due to commence

The report is structured by each of Byron Shire Community Strategic Plan objectives:

Community Objectives



Effective **Leadership**

We have effective decision making and community leadership that is open and informed



Inclusive **Community**

We have an inclusive and active community where diversity is embraced and everyone is valued



Nurtured **Environment**

We nurture and enhance the natural environment



Ethical **Growth**

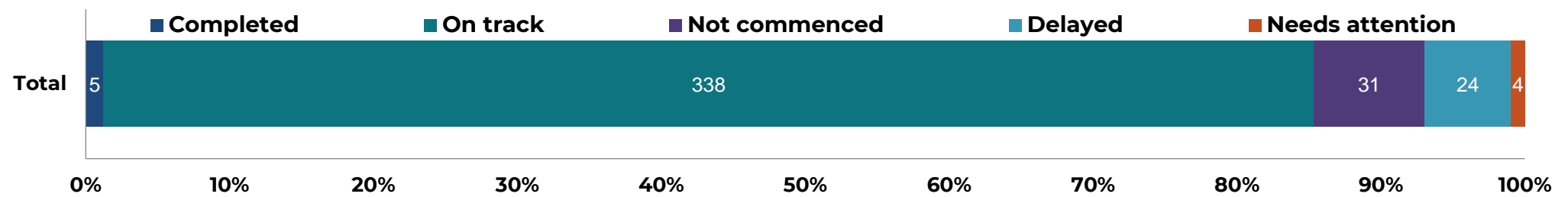
We manage growth and change responsibly



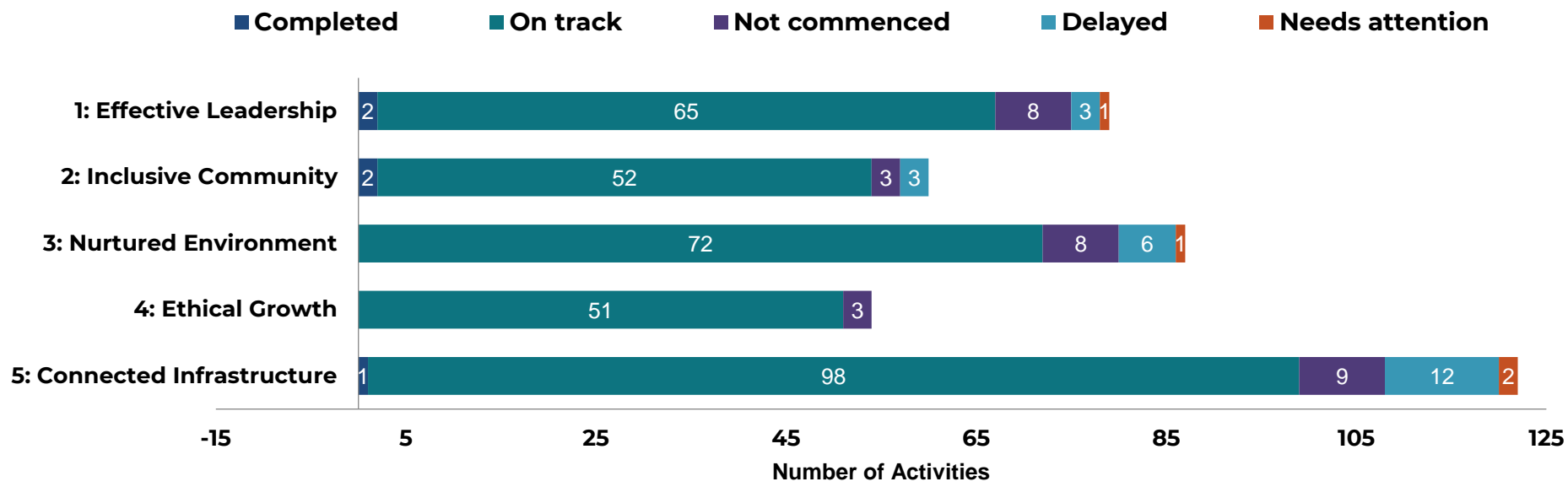
Connected **Infrastructure**

We have connected infrastructure, transport, and facilities that are safe, accessible, and reliable.

Quarter 1 Progress toward 2022/23 Operational Plan Activities:



By Community Objective:



Contents



Community Objective 1: Effective Leadership .Error! Bookmark not defined.

1.1: Enhance trust and accountability through open and transparent leadership **Error! Bookmark not defined.**

1.2: Engage and involve community in decision making ..**Error! Bookmark not defined.**

1.3: Ethical and efficient management of resources **Error! Bookmark not defined.**

1.4: Enhance organisation capability through innovative practices and regional partnerships **Error! Bookmark not defined.**

1.5: Empower community leadership through collaboration, capacity building, and cultivating

community driven initiatives..... **Error! Bookmark not defined.**



Community Objective 2: Inclusive Community .. **Error! Bookmark not defined.**

2.1: Foster opportunities to express, celebrate and participate in arts and cultural activity **Error! Bookmark not defined.**

2.2: Enhance safety and contribute to the physical, mental, and spiritual health and well being of the community **Error! Bookmark not defined.**

2.3: Respect Aboriginal culture, value cultural knowledge, and acknowledge history **Error! Bookmark not defined.**

2.4: Enrich lifelong learning and education and support services to help young people thrive **Error! Bookmark not defined.**

2.5: Create social impact and initiatives that address

disadvantage.....**Error! Bookmark not defined.**



Community Objective 3: Nurtured Environment **Error! Bookmark not defined.**

3.1: Partner to nurture and enhance the biodiversity, ecosystems, and ecology **Error! Bookmark not defined.**

3.2: Deliver initiatives and education programs to encourage protection of the environment **Error! Bookmark not defined.**

3.3: Protect the health of the coastline, estuaries, waterways, and catchments **Error! Bookmark not defined.**

3.4: Support and empower the community to adapt to, and mitigate impact on climate change..... **Error! Bookmark not defined.**

3.5: Minimise waste and encourage recycling and resource recovery

practices**Error! Bookmark not defined.**



Community Objective 4:
Ethical Growth..... **Error! Bookmark not defined.**

4.1: Manage responsible development through effective place and space planning **Error! Bookmark not defined.**

4.2: Enable housing diversity and support people experiencing housing insecurity... **Error! Bookmark not defined.**

4.3: Promote and support the local economy... **Error! Bookmark not defined.**

4.4: Foster sustainable visitation and manage the impacts of tourism on the Shire **Error! Bookmark not defined.**

4.5: Support a resilient community that can adapt and respond to change
Error! Bookmark not defined.



Community Objective 5:
Connected Infrastructure
.....**Error! Bookmark not defined.**

5.1: Provide a safe, reliable, and accessible transport network.... **Error! Bookmark not defined.**

5.2: Connect the Shire through integrated transport services ... **Error! Bookmark not defined.**

5.3: Invest in renewable energy and emerging technologies **Error! Bookmark not defined.**

5.4: Provide accessible community facilities and open spaces **Error! Bookmark not defined.**

5.5: Provide continuous and sustainable water and sewerage management
.....**Error! Bookmark not defined.**

Community Objective 1: Effective Leadership

We have effective decision making and community leadership that is open and informed

1.1: Enhance trust and accountability through open and transparent leadership

1.1.1: Leadership – Enhance leadership effectiveness, capacity, and ethical behaviour

Enhance leadership effectiveness, capacity, and ethical behaviour

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.1.1	Coordinate Council's annual policy review program, update and publish adopted policies	100% of adopted policies are published within 7 days of adoption, in a format that meets WCAG 2.1 AA requirements; annual status reported to Executive Team and the Audit Risk and Improvement Committee	All Council policies are available online. As requested by the Executive Team in June 2022, a meeting has been held with each Director to determine which policies to progress for review in 2022-2023. A report will be presented to the Executive Team in October recommending which policies to progress.	On track	▶
1.1.1.2	Develop and deliver a professional development program for the Mayor and Councillors	Individual program developed and delivered based on Councillors' identified needs.	Councillors were recently contacted and invited to register for a range of offerings from LGNSW. A training needs assessment form is currently in development to enable Councillors to identify their professional development needs. This will be provided to Councillors at the October Councillor Workshop as part of an 'Induction Top Up' session.	On track	▶
1.1.1.3	Develop 2023/24 Operational Plan	Operational Plan exhibited and adopted by 30 June 2023	In consultation with Managers, agreed to commence development of the 2023/24 Operational Plan and Budget in October/November 2022.	Not commenced	—
1.1.1.4	Deliver Disability Awareness training for Councillors	Training delivered	Disability Awareness training to be rolled out to Councillors in November as part of the annual training program. Suitable online training has been identified, similar to the training that has previously been completed by all staff.	On track	▶

1.1.2: Governance – Ensure legislative compliance and support Councillors to carry out their civic duties

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.2.1	Coordinate review, maintain and report on Council's Legislative Compliance Reporting Register	Legislative Compliance Reporting Register reviewed and updated to reflect legislation changes; status reviewed and non compliance issues reported to Executive Team bi-annually and to the Audit Risk and Improvement Committee annually at a minimum.	The status of Council's legislative compliance reporting for 2021-2022 has been presented to the Executive Team in September and a report has been prepared for the ARIC November 2022 meeting.	On track	▶
1.1.2.2	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.	Delegations register maintained up to date, 100% of disclosures by Councillors and staff captured and reported as required.	Registers are up to date. Following the newly resolved General Manager delegations in June, all staff were requested in September to re-acknowledge their delegations. A report will be prepared in October to report to the Executive Team a list of staff that have not acknowledged their delegations. Following the report to the Executive Team on 31 August 2022, a number of delegations were updated as endorsed by the Executive Team, per advice received from solicitors. Annual Disclosure of Interests Returns are currently being completed by designated staff and Councillors in time for the legislated due date of 30 September 2022 (for tabling at the first Council meeting in October 2022).	On track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.2.3	Provide administrative support to Councillors to carry out their civic duties	Support provided in accordance with the Expenses and Facilities Policy and Service Level Agreement	General administrative support provided to Councillors included processing of motions, help with IT, and delivering correspondence and updates. Due to a public holiday being called on the date of the 22 September Ordinary Meeting, Councillors were contacted to find suitable alternative arrangements for Council and Committee meetings that had to be rescheduled. A number of Councillor claim forms were also processed during this period. In addition, support was provided to Councillors to organise arrangements for the LGNSW Conference.	On track	▶
1.1.2.4	Deliver Council meeting secretariat - including agenda preparation, minutes and council resolutions monitoring	100% compliance with deadlines specified in the Code of Meeting Practice	Secretariat duties were performed for the 1 September Councillor Workshop, 8 September Planning Council meeting, and 29 September Ordinary Council Meeting. The 22 September Ordinary meeting was rescheduled due to a public holiday. The minutes for both the Planning and Ordinary meeting were published the day after the meeting and actions were subsequently sent out to relevant staff.	On track	▶
1.1.2.5	Prepare and submit the 2021/22 Annual Report	Annual Report and associated documentation submitted to OLG by due date	The due date for the Annual Financial Statement has been extended by the Office of Local Government, therefore the Annual Report and Financial Statements will be presented to the 24 November Ordinary Meeting. The project is on track to meet this due date, with a first draft having been prepared and provided to ET for initial feedback in early October.	On track	▶
1.1.2.6	Meet Crown Lands reporting and funding requirements	Compliant reporting	Not due until November 2022	Not commenced	—

1.1.3: Information Management – Provide timely, accessible, and accurate information to the community

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.3.1	Publish GIPA open access information online	Open access published as per the Act.	Staff are continuing to publish open access information in accordance with the GIPA Act to Council's website	On track	►
1.1.3.2	Coordinate and publish the Disclosure Log of Formal GIPA Access to Information requests to Council's website	GIPA disclosure logs published online	Disclosure log has been updated and published to Council's website	On track	►
1.1.3.3	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 processed within legislative timeframes and current procedures are in accordance with legislative compliance	On track	►
1.1.3.4	Upgrade document management solution	Content Manager v10 implemented	Targeting to upgrade CM before calendar year end.	On track	►
1.1.3.5	Website has clear content governance and schedule to maintain timely, accurate and accessible information on the website.	No. of web pages and updates reviewed for compliance with WCAG 2 Standards and content schedule. Monthly Monsido Quality Assurance score.	Monsido Quality assurance score 94% 285 items published to website and reviewed for compliance with WCAG 2 Standards and content schedule. 4 staff members trained in website publishing, accessibility and creating online forms.	On track	►

1.1.4: Performance Measurement and Reporting – Embed a robust performance management system through the development of an outcomes measurement framework



2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.4.1	Use the outcomes measurement framework to strengthen the Delivery Program reporting	Six-monthly report on outcomes provided to Council	The Centre for Social Impact have finalised their work on the Outcomes Measurement Framework, providing a draft 'construction manual' for Council's use. This manual provides the baseline data and target trends. The final report and framework are to be presented to ET and will be imported into Pulse CPR module to facilitate ongoing data collection and reporting.	On track	▶
1.1.4.2	Complete the annual infrastructure assets report	Complete in accordance with annual financial statements	Report being finalized with Finance branch	On track	▶
1.1.4.3	Report forward works program to Infrastructure Advisory Committee	Quarterly reporting to Infrastructure Advisory Committee	First report was due to be presented to IAC on 29 September. This meeting was postponed due to the rescheduling of the Council Meeting as a result of the public holiday on 22 September.	Not commenced	—

1.1.5: Risk Management – Recognise risks and manage them proactively

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.5.1	Review, improve and embed Council's Risk Management Framework to proactively identify and manage risks to support effective decision making	Risk Management Strategy and Policy reviewed and endorsed; Risk appetite and risk tolerance statements reviewed and endorsed; A minimum of one training/education initiative delivered to staff; Regular reporting provided to the Executive Team and the Audit Risk and Improvement Committee to inform decision making	<p>In discussion with ET, a review of the Risk Strategy and Appetite with Councillors is no longer required but instead will be internally reviewed and endorsed by ET and ARIC as per documented requirement. The Strategic Risk Coordinator is currently reviewing the Risk Policy. A greater review of Council's Risk Strategy and Risk Registers will be undertaken over the next 6 months.</p> <p>The Strategic Risk Coordinator will be attending a meeting with regional Councils on October 6 to discuss the ERM Framework and Risk Register requirements collectively. General discussions have also been held with our Regional Risk Manager who will support the process.</p> <p>Statewide Mutual free education initiatives regarding risk are currently under consideration.</p>	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.5.2	Review and embed Council's Business Continuity Plan	Annual review of documentation and scenario exercise as per the Business Continuity Plan suite of documents; induction and refresher training provided to staff	<p>Actions arising from the post-flood BCP Debrief in August are underway. The Media Communications Coordinator has developed a draft sub-plan for inclusion in the BCP which is currently under review. Updates have also been made to the Customer Service sub-plan. The draft Councillor Communication Protocol - Business Interruption or Emergency Events is on the agenda for the October Councillor Workshop, which once endorsed will be included in the BCP.</p> <p>A Business Interruption Checklist has been created outlining the basic steps to take prior, during and after an event. This document will be e-mailed to all staff prior to the Staff Forum on September 27, which will debut a video to be included in the staff induction process on Business Continuity and the role of the CMT.</p>	On track	
1.1.5.3	Coordinate Emergency Planning Committee and oversee implementation of actions arising	Emergency Planning Committee established and operating as per terms of reference; Emergency Management Plans developed for identified locations and endorsed by the Executive Team	<p>The EPC collectively agreed to the proposed number of fire evacuation diagrams for each site on September 7. While many diagrams have since been reviewed and approved, amendments are still required for the Depo and RRC. A meeting is scheduled with TrimEVAC September 28 to discuss. Final approval for the Emergency Management Plans for each site should be finalised in October. Education requirements still to be considered.</p> <p>The next general Emergency Planning Committee meeting has been scheduled for November 8.</p>	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.5.4	Implement and embed Pulse Risk Management Module	Module implemented and used for regular reporting to the Executive Team and Audit Risk and Improvement Committee to inform decision making	Implementation of the Enterprise Risk Module occurred 1 August 2022. Managers have since commenced reviewing controls and tasks but this will be an ongoing process, monitored regularly. The deadline for updates for the 1st Quarter has been set for September 30. The first reports to ET will provide an overview of each Managers progress. Cyber risks have also been added into Pulse under the classification of Technical.	On track	▶
1.1.5.5	Coordinate participation in the Statewide Mutual Continuous Improvement Pathway (CIP) program	Submission of completed CIP workbooks to Statewide Mutual by due date and benchmarking report provided to the Executive Team	The CIP Self-Assessment workbooks for 2022 - Roads, Signs as Remote Supervision and Operational Risk - Fire Management - Waste Facilities were distributed to relevant Managers on 7 July; outlining a required completion date of 10 October to provide ET with the opportunity to formally review the submissions prior to lodging. Follow-up has been attended with relevant staff, with the reallocation of two workbooks required due to staffing changes. The closing date for submissions to Statewide Mutual is 31 October 2022.	On track	▶

1.2: Engage and involve community in decision making

1.2.1: Community-led decision making – Engage with community to inform Council decision making

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.1.1	Provide opportunities for the community to have input, comment and feedback to Council on projects and matters of interest.	Projects are promoted via Council's online digital communications platform and the website	Projects on Your Say Byron Shire include Brunswick to Mullumbimby Cycleway and Should Community Awards be part of Australia Day?	On track	►
1.2.1.2	Support staff to consider communication and engagement as part of all project development and implementation.	Work with staff to develop communication and engagement plans for significant projects and activities	Comms staff worked with staff on a range of projects including business continuity, Byron beach naming, dune restoration.	On track	►
1.2.1.3	Hold quarterly Community Roundtable meetings	3-4 Community Roundtables held per year	The Community Roundtable was held on 14 September. The next one will be on 16 November.	On track	►
1.2.1.4	Continue to Review Community Participation Plan	Review presented to Council	DCP amendments tabled for 13 October Planning Meeting which removes overlap of exhibition controls that are contained within the Community Participation Plan (CPP). Wording provided for the draft Community Engagement Strategy (CES) to link with the CPP.	On track	►
1.2.1.5	Conduct Community Survey	Data Published	Planning commenced	On track	►
1.2.1.6	Partner with Access Consultative Working Group to implement disability inclusion action planning priorities	Ongoing monitoring and reporting on disability inclusion outcomes	Access Consultative Working Group members met with a number of departments to provide feedback and recommendations to improve access and inclusion outcomes. The group are working on supporting priority action items as outlined in the Disability Inclusion Action Plan (2022-2026).	On track	►

1.2.2: Communication – Provide timely information to the community about Council projects and activities through traditional and digital media

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.2.1	Keep the community informed of Council projects via a combination of media releases, social media and E News	Regular distribution of media releases and social media relating to Council activities	Ongoing	On track	▶
1.2.2.2	Promotion of Council's website as the primary source of information about Council activities	Information about projects and business to be posted to Council's website No. of updates made. No. of monthly website user visits.	285 updates were published. 91,130 page views. Increase of 9% (from 10 to 19%) in direct traffic compared to first two quarters of the year. and compared to same quarter last year.. 'Direct traffic' is visits coming from a link in an email or email newsletters, bookmarked link, url types into browser. The Your Say Byron Shire section received 6,533 page views.	On track	▶
1.2.2.3	Produce at least one newsletter per year	At least one issue of Something To Talk About produced per year	Something to Talk About has been distributed with the 2022/23 rates notices and is on the website.	Completed	✓
1.2.2.4	Develop a new Community Engagement Strategy to support the Community Strategic Plan	Community Engagement Strategy developed and adopted	This is currently in draft form and it will be listed on a Council agenda in October/November.	On track	▶

1.2.3: Customer Service – Deliver efficient customer service consistent with our Customer Service Standards

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.3.1	Investigate additional accessibility support options for customers	Options identified and presented to the Executive Team and Accessibility Working Group	Identified Customer Service related initiatives from the Disability Inclusion Action Plan 2022 - 2026. Consulting with the Access Consultative Working Group to investigate ideas to increase accessibility support options for customers.	On track	►
1.2.3.2	Deliver efficient service to our customers by providing consistent, accurate and timely information	Improvement on Community Satisfaction results and 2017 mystery shopping results	Feedback survey on Pay Parking application process to be sent to all permit holders upon permit approval. Implementing an up to date knowledge back for Customer Service and all staff to refer to when answering questions. CRM working group developed and undertaking a review on the CRM process to increase communications to Customers.	On track	►
1.2.3.3	Develop and commence the implementation of the Customer Experience Strategy 2023-2026 that supports an efficient and proactive customer service culture	New strategy developed and year 1 action plan activities delivered	Commenced the investigative work and looking at improvement initiatives with the CS strategy in mind.	On track	►
1.2.3.4	Improvements to the customer request management solution to better inform customers on progress & closure of requests	100% of all requests captured and managed in council's customer request management solution	Open Forms integration with Authority went live on Sept 19th. Authority CRM now acts a central repository for all BSC CRMs. Enable reporting and continuous improvement. Next requirement is to notify customers of progress and proposed closure as well as receive customer satisfaction information.	On track	►
1.2.3.5	Maintain online reporting to community on service guarantees	Performance Reports updated quarterly	First quarter report will be published next month	On track	►

1.2.4: Advisory Committees – Coordinate advisory committees to inform decision making on their areas of expertise

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.4.1	Coordinate and support Advisory Committees to assist with effective Council decision making	Advisory committee meetings are held each month	Advisory Committee meeting dates were delayed this cycle due to the national day of mourning public holiday being called for the death of Queen Elizabeth falling on a council meeting date, which in turn was moved and clashed with the committee meeting date. Committees have been rescheduled and meetings have subsequently occurred. A council decision to appoint new committee members is on the agenda for the 29 September meeting.	On track	▶
1.2.4.2	Coordinate the Audit Risk and Improvement Committee and internal audit program including reporting	Internal audit reviews undertaken in accordance with the endorsed Internal Audit Plan; support business with the implementation of audit recommendations; support implementation of OLG framework once adopted	The minutes of the Audit, Risk and Improvement Committee (ARIC) were reported to Council on 29/09/2022. The draft report on the review of open space has been received on 27/09/2022 and has been distributed to the Director and relevant managers for review of the draft findings and for management comments. It's proposed to present the findings of this audit to the Executive in October for reporting to the ARIC in November.	On track	▶

1.3: Ethical and efficient management of resources

1.3.1: Financial Management – Ensure the financial integrity and sustainability of Council through effective financial management

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.1.1	Provide monthly financial reports to Executive Team and Council	Reports distributed within 10 days of month end. Eleven reports to be produced (exclude January).	Reports provided monthly.	On track	▶
1.3.1.2	Provide Quarterly Budget Reviews to Council for adoption.	Reviews completed and presented to Council within 2 months of Quarter end	June 2022 QBR to be presented to Finance Advisory Committee on 18 August 2022. Not statutorily required to submit to Council. September 2022 QBR to be submitted to Council in November 2022.	On track	▶
1.3.1.3	Provide completion of Council's statutory annual financial statements for 2021/2022.	Annual Financial Statements prepared, cleared through external audit, adopted by Council and lodged with Office of Local Government by 31 October 2022.	Work is underway on the 2021/2022 Financial Statements. Council has lodged an application for extension to complete until 31 December 2022 due to the February/March 2022 Flood Event and the impact on Council's assets/subsequent recovery. Extension application approved to 15 December 2022 but at this stage expecting completion by 30 November 2022 as extension cannot be provided for Annual Report which is due no later than 30 November 2022. Audit due to commence on 17 October 2022.	On track	▶
1.3.1.4	Financial reporting as required provided to Council and Management.	Financial reporting completed on an ongoing basis as required for monthly reporting and Council/Committee agenda deadlines.	Financial reporting as required completed	On track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.1.5	Issue annual/quarterly billing of rates and other charges	Annual rate levy completed by 31 July 2022. Quarterly rate instalment and water/sewerage billing levied and issued.	2022/2023 rates notices issued on 26 July 2022 before legislated date of 31 July 2022. First quarterly water/sewerage billing issued on 8 September 2022.	On track	►
1.3.1.6	Maintain Council's cash flow	Adequate cashflow for Council is maintained to ensure Council's expenditure commitments are met whilst investment opportunities are maximised.	Cashflow for Council maintained daily and investment opportunities undertaken where able. Particular attention for this financial year given likely significant expenditures to be incurred related to flood recovery and ongoing claiming of Natural Disaster funding. Council is taking out more term deposits when possible given increasing interest rates to generate additional revenue.	On track	►
1.3.1.7	Maintain internal financial controls	Monthly reconciliations of internal financial systems completed and reviewed.	Register of internal financial controls completed and reviewed monthly	On track	►
1.3.1.8	Develop and deliver financial reporting to assist with February/March 2022 Flood recovery.	Development of reporting to assist in the completion of claims for financial assistance for flood recovery works via insurance, Transport for NSW and Public Works	Financial reporting for February/March 2022 flood recovery developed and being provided to Flood Recovery Committee currently on a fortnightly basis.	On track	►
1.3.1.9	Coordinate grant applications to support the delivery of Council projects and services within management plans, masterplans, strategic plans, council resolutions and high priority actions from feasibility studies; and support the management of successful grants	Grant alerts provided to relevant departments; 80% of proposed grants submitted; monthly grant report provided to the Executive Team and Council	Grants submitted for Fixing Local Roads R4, Sports Infrastructure Recovery Fund, Stronger Country Communities R5, and Accelerated Infrastructure Fund.	On track	►

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.1.10	Manage insurance claim portfolio in a timely, effective and efficient manner while identifying areas for improvement	Claims management and reporting improvement initiatives identified and implemented, policy developed and adopted.	Under excess claims managed inhouse unless of a sensitive nature. September monthly Insurance report to be provided to the Executive Team (Insurance claims) in October 2022. Insurance officer to draft claim procedures policy identifying opportunities for improvement and efficiencies with the final version to be completed and implemented in December 2022. Insurance Claim Procedures Manual to be update to include Natural Disaster events Internal claim processes.	On track	▶
1.3.1.11	Business Intelligence Reporting for management reports	Reporting platform implemented	Zach is on leave until Nov 5	Delayed	

1.3.3: Asset Management – Maximise asset service delivery potential and take a proactive approach to lifetime asset maintenance

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.3.1	Complete financial outcome of required asset revaluations due or assessment of fair value.	Revaluation completed prior to External Audit interim visit in conjunction with Assets and Major Projects.	Not due to commence.	Not commenced	—
1.3.3.2	Annual review of suitability and utilisation of light and heavy fleet	Review complete and reported to Executive Team	Meetings and consultation with staff are held prior to each item of plant is being replaced. Ongoing meetings are being held with Fleet Staff, Supervisors and operators to ensure suitability and utilization efficiency of current items, and for any additional equipment that may be required for future works.	On track	▶
1.3.3.3	Manage Council's white and yellow fleet in accordance with approved program	Fleet items managed and replaced per approved program	Items are being replaced as per program with difficulties of supply still being an issue. Updates to the 10yr replacement program have been made in conjunction with the Finance Manager. A report will be tabled at the November Council meeting for approval.	On track	▶
1.3.3.4	Investigate a digital fuel card system for the bulk fuel supply	Report to Executive Team	Currently in the process of engaging contractors to carry out remedial works to current site and tanks. Waiting on contractor to respond with quote and when works can be carried out.	On track	▶
1.3.3.5	Manage Council's small plant and equipment in accordance with approved program	Fleet, plant and equipment managed and replaced as per approved program	Items are being replaced as required. To assist with reducing emissions, options of replacing with battery operated equipment are assessed with operators on a case by case basis.	On track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.3.6	Manage Council's fleet, plant and equipment Sustainably	Develop a system to monitor and report fleet, plant and equipment income to ensure plant fund has sufficient funds to replace fleet, plant and equipment as required	Fleet & Finance staff are continuing to work together to address financial implications and looking at ways to improve the overall financial management of the plant fund. Hire rates of plant and equipment changes have now been approved by DIS. Finance will make the changes asap. Data cleansing of Fleet Management software is continuing.	On track	▶
1.3.3.7	Provide an operational workshop service for Councils fleet, plant and equipment	Councils Fleet, plant and equipment repaired and maintained in a sustainable and efficient manner to service Council operations	Items currently serviced, maintained and repaired as required. Fleet & Workshop staff are currently looking at ways to improve service outcomes for Staff. Auto vehicle service reminders to staff is expected to be rolled out to all staff by years end. Tablets to be purchased for Mechanical staff so they can complete job cards electronically.	On track	▶
1.3.3.8	Ongoing detailed road assessment and valuation for the purposes of purchase, closure and land sale as required.	All matters reported to Council as required	In the process of transferring Lot 1 DP 1275809 for the \$1 as per historic agreement between parties and resolution 12-820. Road transfer of unformed Council Road Reserve Mount Jerusalem National Park - Deed of Agreement signed and now registered. Road Reserve Closure Lot 100 DP 1284682 registered and being sold to adjoining land owner. Sale of operational land historic road closure Lot 1 DP 1247095 adjoining 100 Coolamon Scenic Drive.	On track	▶
1.3.3.9	Provide and maintain an operational Store service for Infrastructure Services	Maintain stores operations and procure materials in a sustainable and efficient manner to ensure timely availability of materials	This is an ongoing issue and is addressed constantly. Council will change suppliers when no stock is available, change stock quantities when more or less is needed or when there is supply issues.	On track	▶

1.3.4: Procurement – Ensure Council's procurement framework is robust, efficient, and effective

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.4.1	Investigate and implement initiatives to build internal capacity in effective procurement and contract management	A minimum of one initiative delivered	Education and training in procurement continues to be delivered to staff across Council. Four formal training sessions conducted by an external facilitator have been arranged for delivery across September, October and November 2022. Further process improvements to procurement processes have been identified and are also being implemented.	On track	▶
1.3.4.2	Continue development and commence the implementation of a robust Contract Management Framework to support effective practices and mitigate identified contract management risks	Contract Management Framework developed and endorsed by the Executive Team; Contract Management Software endorsed by the IT Steering Committee and implementation plan developed	This activity has been postponed until early 2023.	Delayed	
1.3.4.3	Develop and implement a robust Annual Procurement Plan to ensure compliance with legislation and mitigate identified procurement risks	Annual Procurement Plan developed and endorsed by the Executive Team; 80% of Annual Plan activities implemented	The Annual Procurement Plan was considered, and approved (subject to minor amendments) by the Executive Team at its meeting on 21 September 2022. Implementation of identified activities continue.	On track	▶

1.3.5: Resourcing – Identify and investigate resourcing to meet future needs

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.5.1	Update the 2022/23-2031/32 Long Term Financial Plan following Quarterly Budget Review outcomes	Long Term Financial Plan is updated within one month of Quarterly Budget Review adoption.	Plan adopted by Council on 30 June 2022. First update will be incorporation of carryover budget items from 2021/2022 after adoption by Council on 25 August 2022. Carryover adjustments approved yet to be updated.	On track	▶
1.3.5.2	Develop the 2023/24-2032/33 Long Term Financial Plan.	Plan is adopted by 30 June 2023	Not due to commence.	Not commenced	—
1.3.5.3	Conduct Cyber penetration testing	Annual penetration test completed	Cyber Security NSW has completed Network penetration testing.	Completed	✓
1.3.5.4	Upgrade of administration and depot building security system	Security system replaced	One quote received from one supplier. Further quotes will be required.	On track	▶
1.3.5.5	Environmental upgrade of administration server room	Power, airconditioning and cabling upgraded	Generator and UPS have been ordered, awaiting delivery.	On track	▶
1.3.5.6	Develop a workforce planning tool that supports Managers identify and integrate resourcing requirements into Delivery Program and Operational Planning processes	Tool developed for use in basic workforce planning	Due date for this activity will need to be extended two months (30 November 2022) as officer assigned had to be redirected to general HR duties and onboarding new P&C Business Partner following unplanned staff absence.	Delayed	
1.3.5.7	Identify and scope services delivered by Council to inform opportunities for achieving efficiencies	Comprehensive list of Council services identified	Review to be commenced with Managers in October (Heather Sills leading) and further discussion to occur at Leadership Lab in November.	Not commenced	—
1.3.5.8	Create a talent pipeline for senior roles and undertake succession planning for critical or hard to fill positions	Succession plan for senior, critical, and hard to fill positions prepared and reported to ET	September Leadership lab did not go ahead....will be part of agenda at November Leadership Lab	Not commenced	—

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.5.9	Review relocation expenses protocol in the Recruitment and Selection Guideline and introduce a short-term housing accommodation scheme	Amended guideline endorsed by ET	Work to commence by end November	Not commenced	—

1.4: Enhance organisation capability through innovative practices and regional partnerships

1.4.2: Continuous improvement and innovation – Use business insights and strategic corporate planning to continuously improve and innovate

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.4.2.1	Benchmark performance using the Local Government Performance Excellence Program	Complete 2022 Program	Initial data submission complete	On track	▶

1.4.4: Workforce culture, leadership, and well being – Increase employee engagement and implement strategies that improve satisfaction, culture, health, and wellbeing



2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.4.4.1	Deliver a one day Health and Wellbeing Expo for Council staff	Expo delivered	Expo to be held on 26 October	On track	▶

1.5: Empower community leadership through collaboration, capacity building, and cultivating community driven initiatives



1.5.1: Community grant programs – Provide financial assistance and grants to empower community groups and organisations to deliver priority projects

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.1.1	Deliver annual Community Initiatives Program and associated funding and support	8 community initiatives supported	Under the Community Initiatives Program 11 community projects have been funded to the value of \$44,200 for the 2022/2023 financial year. Acquittal reports have been received from last year's successful applicants and this information shared in the Annual Report.	On track	
1.5.1.2	Deliver funding and support for community groups	2 groups supported	Financially supported activities include Senior's Festival (February) and Harmony Day (March). Contributions will be distributed in early 2023.	On track	

1.5.2: Collaboration and capacity building – Collaborate with stakeholders to build community capacity

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.2.1	Identify evidence-based opportunities to enable creativity and innovation in local government	Collective Impact initiative undertaken	Meeting sought with Arakwal Board in order to progress.	On track	
1.5.2.2	Redevelopment of the former Byron Hospital site	Commence construction of the approved DA works	Still waiting on further traffic plan documentation requirement for the DA approval.	Needs attention	

1.5.3: s355 Committees – Support the management of community halls to delegated s355 committees

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.3.1	Support Council volunteers with the delivery and management of community halls	Information, support and training provided to volunteers	<ul style="list-style-type: none"> - Support and advice provided to S355 hall volunteers, including frequently responding to queries and concerns. - The updated Guidelines were endorsed at the September Council meeting. This piece of work aims to condense, simplify and improve the content and associated processes for hall volunteers. Communications to Committee members about the updates to the guidelines, and the proposed Internal Risk Audit, have been carefully prepared and will be distributed after endorsement. - Continued updates and improvements for all Committee documentation will occur over the coming months. - Drafted a simplified risk assessment for hirers which is pending approval by Council's Insurer. - Investigating an online booking system that will assist volunteers with hall bookings. 	On track	▶


Community Objective 2: Inclusive Community

We have an inclusive and active community where diversity is embraced and everyone is valued

2.1: Foster opportunities to express, celebrate and participate in arts and cultural activity

2.1.1: Public Art – Increase creativity in public spaces and build public art opportunities

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.1.1	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	Relevant reports prepared for the Arts and Creative Industries Committee. Various Council master planning and community public art projects are supported or in development. Development Control Plan initiated projects have been reviewed by the DCP Standing Reference Group and the Arts and Creative Industries Committee.	On track	

2.1.2: Lone Goat Gallery – Provide professional presentation space for artists and community at the Lone Goat Gallery

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.2.1	Coordinate all operations of Lone Goat Gallery and deliver an innovative annual program	Lone Goat Gallery operational	<p>The Gallery had a new exhibition 'Cave of Bone' by Max Berry in the space until the 10 September. The exhibition was well attended, had good sales and, as the only artist not from this area, was really enjoyed by the artistic community in the region. There was good attendance at the artist talk during the show.</p> <p>The Gallery also opened a new exhibition 'Rhythm & Motion' by two local artists Laith McGregor and James Ioannou on the 16 September. There was a large number of people at the opening and the show has attracted many children. Children's participation was supported by in-house activities, school tours and integration with the Art Byron program.</p>	Completed	✓
2.1.2.2	Explore differing modes of accessibility in programming the Lone Goat Gallery space and offering online options	Number of inclusive engagement methods and improvements.	Internal consultation occurring regarding timing and approach to assessment of current activities at the Gallery.	Not commenced	—

2.1.3: Events and festivals – Support and enable arts & cultural activity, festivals, projects, and events

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.3.1	Coordinate citizenship ceremonies to confer new Australian citizens on behalf of the Department of Home Affairs	A minimum of 4 ceremonies held	A Citizenship Ceremony was held at the Mullumbimby Ex Services Club on 16 September 9.30-10.30am, with 49 conferees receiving their citizenship with Mayor Cr Lyon presiding. The letter writing initiative from the Federal minister has led to a number of letters being received, though unfortunately they were received after this event. They will be distributed at future ceremonies. The regular entertainer was unavailable for this event, and Chloe Dowsett provided music and song as a last minute fill in, which worked extremely well. The event ran smoothly with exceptional assistance from customer service staff (Marlee Hand) and corporate support (Amber Evans-Crane). The feedback from participants was extremely positive. Our next scheduled ceremony is for 22 November (venue to be confirmed).	On track	▶
2.1.3.2	Develop a community awards program with a view to holding the inaugural event in early 2023	New event held	Council resolved (22-431) to commence consultation on a community recognition program with a view to discontinuing the Australia Day Awards Ceremony and instead establishing a more inclusive annual Byron Shire Community Awards program to be held at another time during the year. The community engagement was undertaken in September, including a survey (closing on 4 October). The feedback obtained through the consultation will be reported to the October Ordinary Meeting for decision.	On track	▶
2.1.3.3	Provide information and support event industry through workshops on subjects such as event planning, sustainable event and grant writing as opportunities arise.	Number of workshops held and participation numbers	Program development for 2022-23 workshops. Seeking requests for quote for workshop presenters.	On track	▶
2.1.3.4	Publish an Events e-Newsletter	Publish quarterly	Initial set up in process - enews template set up, mailchimp login. Mailing list being compiled.	On track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.3.5	Review Event Guide	Review in two stages. Complete Stage 1 minor edits. Stage 2 full review to commence next financial year	Continuing discussions with staff and stakeholders, for review stage 1 (minor edits). Pending further development from Events Strategy	On track	▶
2.1.3.6	Deliver event and festivals annual sponsorship program	Number of programs funded and amount of funding provided % of events that have sustainability focus	Timeframes for delivery and update of forms currently under development.	On track	▶
2.1.3.7	Review sponsorship program	Review commenced to align current MOUs with the Events and Festivals Sponsorship program	To commence next quarter	On track	▶
2.1.3.8	Administer licences for weddings, events, activities and filming on council and crown land	Report monthly statistics	ENQUIRIES 17 (14 events E, 1 film F, 2 wedding W) + 12 new app rec'd (4 E, 5 F, 3 W). APPS in progress / finalised: 25 total - 18 events (Writers Fest, Japan Fest, ZEB, BB Surf, Rugbys 7s, BB Film Festival, Chinny Charge, AFL9s, Bangalow Billycart Derby, Northern Rivers Revolt, BB Surf Club, Falls Fest, Soul Street NYE, Federal Park Party, Schoolies, National Circus Fest, Summerlife, NFA) + 5 film apps + 2 wed apps. 13 EVENTS TAKING PLACE - 7 events: Chinny charge, Bangalow Billy Cart Derby, Aboriginal Rugby League Knockout Carnival, BB Surf Festival, Sample, BB Cycle Club x2, Sea Shepard Beach Clean Up + 4 film projects + 2 weddings. OTHER: Reviewing Templates, Reviewing and updating events manual, Council report, GM memo, Reconnecting Regional Communities (work on 6 events, est timeframes, reporting framework, initial mtgs, resourcing), Event Strategy Request for Quotation, Soul Street mtgs (working group), Byron Masterplan, Tourism Impacts on Coastal & Biodiversity Workshop.	On track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.3.9	Collaborate with government, agency and industry on policy and legislative reforms	Respond and participate when required.	Follow ups with LGNSW, OLG and Screen NSW regarding the review of the LG Filming Protocol - review still pending. Presentation prep to Destination North Coast board meeting. Continue planning discussions re Res 22-288.	On track	▶




2.1.4: Artistic and creative industries – Build, support, and advocate for the artistic and creative industries of the Shire to inspire a thriving and sustainable arts community

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.4.1	Coordinate Arts and Creative Industries Advisory Committee	Quarterly meetings held	First meeting of the Arts and Creative Industries meeting was held on 30 June, 2022. Minutes were reported to the August 2022 Council Meeting along with staff recommendations. The Second Meeting of the Committee was held on 15 September and minutes were reported to the September Council meeting.	On track	▶
2.1.4.2	Develop Arts and Culture Strategy	Arts and Culture Strategy developed	Draft Arts and Culture Strategy has been reviewed by Management and structural feedback incorporated. The Draft Action Plan will be reviewed by Councillors at the next available workshop.	Delayed	
2.1.4.3	Provide information and advice to internal and external stakeholders to support arts and cultural development and creative recovery	Respond to arts and cultural enquiries as required	Advice and support provided to arts and cultural stakeholders and community members and internal projects	On track	▶

2.1.5: Share and celebrate diverse stories including the built, natural, and cultural heritage of the Shire

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.5.1	Co-ordinate the Heritage Advisory Committee	Hold four Heritage Advisory Committee meetings per year	A Heritage Advisory Committee meeting was held on 15 September (see link for minutes), issues discussed included: - Heritage Program update - Heritage Advisory Committee update - Heritage colours	On track	
2.1.5.2	Provide a heritage advisory service	provide community with access to heritage advisory services on a regular basis	Heritage advice is available online. Council's Heritage Advisor met with staff and applicants in September to work through heritage related issues.	On track	
2.1.5.3	Manage the Heritage Grants Program	Acquit grants program as per OEH requirements	Local Heritage Places Funding 2022 - 2023 applications was extended until 30 September 2022. Two submissions have been received.	On track	

2.2: Enhance safety and contribute to the physical, mental, and spiritual health and well being of the community

2.2.1: Safety initiatives – Support community driven safety initiatives

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.1.1	Deliver New Year's Eve Soul Street event in partnership with community stakeholders	NYE event delivered	Internal coordination meetings commenced on 20 September and will continue on a fortnightly basis for the rest of the project. Updated Traffic Control Plans are underway. Planning underway for Denning Park, including Events, Communications, Waste Management and Environmental Health aspects. Event Manager is working towards the Stage 2 milestones and have provided draft maps and programming. External stakeholders have been engaged , and an event 'walk through' will occur in mid October.	On track	▶
2.2.1.2	Provide funding to Street Cruise to enhance community safety outcomes for young people	Street Cruise annual report completed	Awarded Byron Youth Service the first installment of the Street Cruise funding as part of Council's adopted 2022-23 Operational Plan and Budget.	On track	▶
2.2.1.3	Shire Wide Street Lighting	Operations and assessment of shires street lighting throughout year	The 22/23 budget approved by Council has an allocation of \$800,000 to undertake project. This was based on the estimate provided by Essential Energy in 2021. The rollout is scheduled to take place in the second half of the 22/23 financial year.	On track	▶
2.2.1.4	Byron Bay CCTV Monitoring and Maintenance	Operation and maintenance of Byron Bay CCTV systems throughout year	Byron Bay CBD CCTV maintenance activities are tracking to plan. Damaged equipment from a March flood is due to replacement at end of November 2022. The delay in repairs is due to constrained hardware supply.	On track	▶

2.2.2: Public health – Protect, promote and control risks to public health



2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.2.1	Deliver environmental and public health education programs to the community	Deliver 4 communications on National Food Safety Week, asbestos and other public and environmental health topical matters	No communications this reporting period.	On track	▶
2.2.2.2	Provide 'I'm Alert' online food education training	Maintain 'I'm Alert' online food education training system; Respond to 100% of enquiries relating to 'I'm Alert'	Subscription for 'I'm Alert' has been renewed and is available online for the duration of the 2022/23.	Completed	✓
2.2.2.3	Participate in Beach Watch program from December to April	Weekly water samples in 5 locations completed (>90%)	Water sampling is continuing.	On track	▶
2.2.2.4	Monitor, investigate and respond to public and environmental health matters through proactive inspections and surveillance programs	Food Inspections completed compliance (>90%); Public Health Inspections completed compliance (>90%); Customer service requests attended to within response times (>85%)	<p>Breakdown of CRMs received, completed and outstanding:</p> <p>September 2022: 40 received (26 of these completed during the month) 31 completed 66 remain outstanding</p> <p>2022/23 113 received (88 of these completed during the month) 112 completed</p>	On track	▶
2.2.2.5	Assist local Public Health Unit in mosquito trapping (JEV surveillance)	Respond to >90% of requests from Public Health Unit	Staff continue to liaise with the Public Health Unit to provide any assistance considered necessary.	On track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.2.6	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%)	<p>32 food shop and 18 market stall inspections were carried out during September. 47 were satisfactory and 3 were unsatisfactory and will require a further inspection.</p> <p>During 2022/23 there have been 175 inspections, 144 were satisfactory and 31 unsatisfactory and required a further inspection.</p>	On track	

2.2.3: Regulatory controls and compliance – Enhance public safety, health and liveability through the use of Council's regulatory controls and services



2022/23 Operational Plan Activities



OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.3.1	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>Rosters are formulated to ensure patrols of streets and public places are maintained.</p> <p>Breakdown of CRMs received, completed and outstanding:</p> <p>September: 22 received (18 of these were completed during the month) 19 completed 8 remain outstanding</p> <p>2022/23: 64 received (57of these completed during the month) 60 completed</p>	On track	
2.2.3.2	Respond to and investigate complaints against building standards	No. of investigations against building standards.	There were no investigations against building standards during September or the first quarter 2022/23.	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.3.3	Conduct Swimming Pool fence inspections in accordance with relevant legislation	No. of Swimming Pool inspections carried out.	<p>8 Swimming Pool safety inspections were undertaken. Two of these were unsatisfactory and require a further inspection.</p> <p>In September 2022, there were: 6 Compliant certificates were issued; 1 non-compliant certificates was issued.</p> <p>During 2022/23, there have been: 22 Compliant certificates were issued; 3 Non-compliant certificates were issued.</p>	On track	▶
2.2.3.4	Conduct Fire Safety inspections in accordance with relevant legislation	No. Fire Safety inspections carried out.	Fire Safety inspections and managed and conducted on an as-needs basis.	On track	▶

2.2.4: Companion animals – Promote awareness of the requirements of the Companion Animals Act with respect to the ownership of companion animals

2022/23 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.4.1	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>Patrols are undertaken throughout towns and villages as required.</p> <p>Breakdown of CRMs received, completed and outstanding:</p> <p>September: 72 received (66 of these were completed during the month) 96 completed 19 remain outstanding</p> <p>2022/23: 215 received (201 of these were completed during the month) 234 completed</p>	On track	
2.2.4.2	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>Companion Animal reporting has been submitted to the Office of Local Government as required, within legislated timeframes.</p> <p>Dog attack reporting's are investigated immediately. There were:</p> <ul style="list-style-type: none"> - 9 dog attacks reported during September. - 23 dog attacks reported during 2022/23. <p>100% of impounded animals were returned or rehomed.</p>	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.4.3	Facilitate companion animals education	Participation in RSPCA Keeping Cats Safe at Home project; deliver 2 educative programs; update communications to promote responsible pet ownership	<p>Council continues to share information directly from the RSPCA in relation to the Keeping Cats at Home program. Current program initiatives include:</p> <ul style="list-style-type: none"> - flyers for residents who can receive 15% off the purchase price of Cat Nets to keep wildlife and cats safe. - free microchipping and desexing of cats through a local vet. Allocation of the first 30 cats is being managed by two local cat rehoming organisations. The program may be extended to the community once this allocation has been used. 	On track	
2.2.4.4	Develop Dogs in Public Space Strategy	Stage one: complete; Stage two: Community engagement to be completed; Stage three: prepare and adopt strategy to be completed by mid to late 2022	The draft Dogs In Public Space Strategy is on public exhibition until 11 October 2022.	On track	

2.3: Respect Aboriginal culture, value cultural knowledge, and acknowledge history

2.3.1: Aboriginal community and First Nations People – Develop strong and productive relationships that empower the Aboriginal community

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.1.1	Continue working with Traditional owners on land management matters	All actions required of Council completed	Work is ongoing	On track	
2.3.1.2	Undertake consultation with Local Aboriginal stakeholders to develop a consultative group.	Aboriginal consultative group established.	To be discussed with Arakwal Corporation.	Not commenced	
2.3.1.3	Coordinate the Arakwal Memorandum of Understanding Advisory Committee	Quarterly meetings held	To be discussed with Arakwal Corporation.	On track	

2.3.2: Aboriginal cultural expression – Support First Nations cultural expression

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.2.1	Work with Council units to consider First Nations cultural expression into work programs and projects.	First Nations cultural expression incorporated into council programs and projects.	Aboriginal arts expression and project via Brunswick Heads Nature Sculpture Walk discussed at Arts and Creative Industries Committee in September.	On track	


2.3.3: Caring for country – Support initiatives that maintain cultural connection to country and foster opportunities for Aboriginal people to live and work on country

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.3.1	Develop a draft project plan to implement a staged Aboriginal Cultural Heritage Mapping and Management Plan.	Implementation plan developed and endorsed by Executive Team/Council	Not yet commenced.	Not commenced	

2.3.4: Cultural and Economic development – Recognise and acknowledge the importance of valuing Aboriginal history and cultural knowledge

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.4.1	Partner with Aboriginal stakeholder groups, Council and business to increase economic procurement opportunities	Increase in Aboriginal procurement opportunities and business spending.	Attended the opening of the Aunties Cafe at Broken Head Caravan Park with Arakwal to gauge potential economic development opportunities.	On track	

2.3.5: Aboriginal history – Increase the economic self-determination of Aboriginal communities


2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.5.1	Create three opportunities which recognise and value local Aboriginal history and cultural knowledge.	3 initiatives supported	Project Officer had previously undertaken consultation with other units across Council to discuss potential opportunities that recognise and value local Aboriginal history and cultural knowledge.	On track	▶
2.3.5.2	Support annual NAIDOC week	NAIDOC week supported	Identifying opportunities for engaging with Tweed/Byron NAIDOC Week activities for 2023.	On track	▶
2.3.5.3	Refer development applications to Arakwal and Local land councils for advice and comment where required	No. of development applications referred.	No development applications required referral during September or the first quarter 2022/23.	On track	▶

2.4: Enrich lifelong learning and education and support services to help young people thrive


2.4.1: Libraries – Provide modern library services in partnership with Richmond Tweed Regional Library services

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.1.1	Actively participate in the Richmond Tweed Regional Library (RTRL) Senior Leadership Group and provide support to RTRL Committee	Attendance at meetings	The RTRL Senior Leadership Group continues to meet regularly to discuss relevant matters including Service Level Agreements, Mobile Library Strategy, draft Deed of Agreement, WHS issues, and general library operations. The next RTRL Committee meeting is scheduled for 30 September 2022.	On track	






2.4.2: Youth – Increase engagement with young people and support and encourage programs that offer mentoring, leadership, and pathways to education and employment

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.2.1	Facilitate and support youth engagement initiatives	2 initiatives supported	The Byron Youth Survey data is currently under review and will be reported on in the Byron Youth Survey 2021 Findings Report. Once finalised, the report will be distributed internally with relevant Council teams and externally with local youth services and community organisations to help provide information that may be useful for service delivery and advocacy for young people in the Shire. The key findings will help inform Council's next steps for youth engagement.	On track	


2.4.3: Children's services – Provide high quality early childhood education and activities through Sandhills Early Childhood Centre and Out of School Hours Care services

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.3.1	Provide high-quality early childhood services with children and families at its core	Services operational and meeting National Quality Standards	Across Children's Service's practice continues to meet our National Quality Standards. Our project work encompasses a focus to exceed National Standards across all aspects of operations and delivery.	On track	
2.4.3.2	Provide high-quality middle-childhood outside school hours (afterschool and vacation) care with children and families at its core	Services operational and meeting National Quality Standards	On going analysis of our Mullumbimby OSHC Service to determine best outcome for viability for 2023. This specific Service continues to operate from St Johns Catholic primary school. A consultative review and decision is expected to determine an outcome during Term 4 2022.	On track	
2.4.3.3	Continue to implement revised Children's Services business model by October 2023 to strive for financially sustainability	Business model implemented with improved financial outcomes for the service	Work is continuing to implement the revised Children's Services business model to improve financials sustainability but has been temporarily set back due to ongoing operational and staffing barriers. It is expected focused work will ideally resume by November.	On track	
2.4.3.4	Deliver the Children's Services Emergency and Resilience Planning and Preparation program/ Bushfire Recovery Funding Work Plan	Policy documents finalised, scenario testing conducted, staff capacity improved to ensure safe practice in emergencies	The Project work is well under way and scenario testing visits are to be scheduled in the coming weeks. Policy review has been sent to Council for consultation.	On track	
2.4.3.5	Embed Child Safe Standards across the organisation	Child Safe Standards embedded across the organisation	The commencement of this work was delayed due to the re-prioritisation of work following COVID and flood impacts, but continuing to work towards implementation of Child Safe Standards by end of December 2022.	Delayed	

2.4.4: Vocational training – Support development of a vocational training precinct to provide high quality educational and vocational training in the Byron Shire


2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.4.1	Progress Lot 12 Bayshore Drive Byron Bay future use	Completion of the subdivision	TAFE CLC construction is continuing. The three lot subdivision DA is being assessed. Liaison is continuing regarding a contract for sale of Lot 1	On track	

2.5: Create social impact and initiatives that address disadvantage


2.5.1: Access and inclusion – Improve access and inclusion for all community members, including people with disability

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.5.1.1	Implement, monitor and report on the Disability Inclusion Action Plan 2022-2026	Annual reporting obligations met within statutory requirements	New Disability Inclusion Action Plan (2022-2026) developed and implemented from July. Three accessible formats produced including Easy Read, Large Print and web accessible pdf. Several internal collaboration meetings have been held to support Council teams to deliver action items. Continued membership of the Australian Network on Disability to progress access and inclusion outcomes.	On track	



2.5.2: Advocacy – Advocate for services and funding to enhance social outcomes across the Shire




2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.5.2.1	Engage with community stakeholders to identify and develop local priorities and inform advocacy efforts	Local priorities identified	Activity will commence next quarter.	On track	

2.5.3: Rough sleepers – Work in partnership to reduce and end rough sleeping through community action

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.5.3.1	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>Public Space Liaison Officers work with the homeless community and service providers to assist.</p> <p>September:</p> <p>No. of people engaged 114</p> <p>Referrals made 17</p> <p>Information provided 50</p> <p>Joint Patrols 23</p> <p>Clean ups organised 0</p> <p>DCJ - T/A referral 0</p> <p>SHS referrals (not taken on by service) 0</p> <p>Material aid given 23</p> <p>People added to By Name List (BNL) 0</p> <p>Meetings attended 8</p> <p>2022/23:</p> <p>No. of people engaged 374</p> <p>Referrals made 53</p> <p>Information provided 223</p> <p>Joint Patrols 80</p> <p>Clean ups organised 1</p> <p>DCJ - T/A referral 5</p> <p>SHS referrals (not taken on by service) 0</p> <p>Material aid given 35</p> <p>People added to By Name List (BNL) 2</p> <p>Meetings attended 21</p>	On track	
2.5.3.2	Partner with Byron Community Centre to deliver Fletcher Street Cottage (homelessness hub)	Byron Community Centre annual report completed	Regular engagement between Council staff and Fletcher Street Cottage staff, including frequent attendance at Fletcher Street Cottage by Public Space Liaison Officers. Use of By Name List database has increased.	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.5.3.3	Coordinate the Ending Rough Sleeping Byron Shire Collaboration	Project delivered	Byron Service Coordination Group chaired monthly. In the last three months, 21 people were added to the By Name List and one person was permanently housed. Service Coordination Group successful in acquiring 'Making-a-Home' grant from StreetSmart to support people sleeping rough into housing. Improvement workshop designed and delivered with group members. Planning activities underway to determine the ongoing structure and function of the Ending Rough Sleeping Byron Shire Collaboration backbone team. Engagement with international, national, and local partners/stakeholders to inform ongoing collaborative work. Liaison with local government homelessness representatives from across Australia to share learnings and increase collaboration. Presented at the National Homelessness Conference on the role of local government in addressing homelessness.	On track	
2.5.3.4	Facilitate cross-directorate working group on homelessness to strengthen internal collaboration, knowledge exchange, advocacy, and planning	5 internal working group meetings facilitated	Homelessness Internal Working Group meetings re-commenced and scheduled for November. Internal Working Group will focus on strengthening internal collaboration, knowledge exchange, advocacy and planning focused on homelessness.	On track	
2.5.3.5	Develop Homelessness Policy	Homelessness Policy completed	No update this reporting period.	Delayed	

Community Objective 3: Nurtured Environment







We protect and enhance the natural environment

3.1: Partner to nurture and enhance biodiversity, ecosystems, and ecology

3.1.1: Native species – Use best practice land management to improve ecological resilience and reduce threats to biodiversity






2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.1.1	Partner with DPE to implement koala vehicle strike mitigation in Byron Shire as part of the NSW Koala Strategy 2022-2026.	<p>Priority sites identified.</p> <p>Feasibility and cost assessment for priority sites completed.</p>	<p>- DPE Grant \$15,440 to deploy variable message signs around the shire to alert drivers of koala breeding season. Signs located on Coolamon Scenic Drive in August. Traffic counters located at Coolamon Scenic Drive, Broken Head Rd, Granuaille Rd and Lismore Rd</p> <p>- Working with DPE to develop scope for further investigation of road strike mitigation options along Hinterland Way and Lismore Rd.</p> <p>- Seeking quotes for LED radar speed signs at other locations.</p>	On track	▶
3.1.1.2	Engage with the community regarding mitigating threats to koalas.	<p>Digital and print media regarding ways to mitigate threats to koalas.</p> <p>Partnerships with community groups on koala conservation activities</p>	<p>- Relocatable variable message signs installed on Coolamon Scenic Drive to alert drivers to koalas. Signs will be rotated around four different locations during koala breeding season, with traffic speeds monitored. Funded by grant from NSW Government. Promoted on social media 5/09/2022.</p> <p>- Variable message sign on Broken Head Rd extended until end September - partnership with Bangalow Koalas.</p>	On track	▶
3.1.1.3	Partner with Regional Koala Group to progress koala conservation in Northern Rivers region.	Bi-monthly Regional Koala Group meetings attended.	<p>- Reviewed draft Regional Koala Strategy and map and provided feedback to consultants.</p> <p>- Collaboration with Bangalow Koalas re installation of variable message signs at road strike sites throughout the shire.</p>	On track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.1.4	Partner with Northern Rivers Regional Koala Partnership to deliver Regional Koala Activity Study.	Regional Koala Activity Study progressed.	- Regional koala study complete. Results reported to Regional Koala group, and now being used for development of Regional Koala Plan. - Comments on draft Regional Koala Plan and map provided to consultants.	On track	
3.1.1.5	Review role of Flying Fox Project Reference Group.	Future role for Flying Fox reference group reported to Biodiversity Advisory Committee	No activity this month.	Not commenced	
3.1.1.6	Provide advice and information to the community regarding flying foxes.	Digital and print media regarding ecological importance of Flying foxes. Advice provided to communities impacted by Flying Foxes.	Flying Fox project officer attended 2022 National Flying Fox Forum in Adelaide, 28-29 September.	On track	
3.1.1.7	Complete quarterly National Flying Fox census	Four census' complete.	Flying fox census completed 18 August. Next census due November.	On track	
3.1.1.8	Audit and renew roadside threatened vegetation mapping.	All mapped sites audited to confirm vegetation condition. Roadside markers replaced where required.	We will be running some field tests of portable hardware during October. Currently preoccupied in controlling weeds in new areas introduced by floods.	On track	
3.1.1.9	Seek funding to implement the Biodiversity Conservation Strategy, Coastal Koala Plan of Management and Flying Fox Camp Management Plan.	Grant applications and investigations reported through monthly OP reporting	- Liaising with DPE regarding NSW Koala Strategy funding for maintenance of existing koala habitat restoration sites. - Liaising with DPE regarding funding for koala vehicle road strike.	On track	

3.1.2: Pest and weed management – Use best practice land management to improve ecological resilience and reduce threats to biodiversity

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.2.1	Implement Dog, fox and cat trapping program.	9 trapping weeks of dog, fox and cat trapping implemented.	- Now outside trapping season, but some trapping still occurring throughout shire following delays caused by flooding. - Several requests received for Indian myna traps. - Myna trapping program promoted through Brunswick Valley Landcare.	On track	
3.1.2.2	Implement Indian Myna Trapping program.	Indian Myna Trapping program implemented.	Traps are being installed where community requests received. Project being promoted via Brunswick Valley Landcare newsletter.	On track	
3.1.2.3	Participate in Northern Rivers Feral Deer Management group.	Regional Deer Awareness Coordinator engaged.	Liaising with Feral Deer Working Group regarding workshops in the region.	On track	
3.1.2.4	Provide non-chemical steam weeding program to high-use public areas including CBD streetscapes and playgrounds.	Program within budget and identified areas treated and annually reported	Steam weeding and cleaning program is being rolled out successfully across Shire-wide playgrounds and Streetscapes. Renewal of steam weeding equipment is being explored and additional staff trained in operation.	On track	
3.1.2.5	Respond to biosecurity threats in accordance with regulatory direction and agreement.	Identified threats addressed within statutory requirements	No new Bio-Security notices issued to council. we continue to seek out and eradicate Bitou Bush.	On track	

3.1.3: Habitat restoration – Restore degraded areas that provide high environmental or community value

2022/23 Operational Plan Activities


OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.3.1	Update Byron Shire habitat restoration database and DPE Koala Habitat Restoration Archive.	New restoration sites added to Byron Shire Habitat Restoration Database and DPE Koala Habitat Restoration Archive.	Byron Shire Habitat Restoration Database finalised by contractors. BVL working on edits/additions.	On track	▶
3.1.3.2	Deliver the 'Main and Clarkes Beach Dune Recovery Project'	<p>Complete pre and post works dune and beach sand volume surveys (3)</p> <p>Complete beach scraping and dune re-profiling works</p> <p>Decommission and/or restoration of public beach accessways within works footprint</p> <p>Rebuild dune fencing</p> <p>Prepare and commence implementation of Vegetation Management Plan</p>	Work Plan updated and submitted to the Grants Unit. Site visit and walk-over completed with TBLALC. Review of Environmental Factors complete and endorsed. Fisheries and Marine Parks permit application submitted and in process. Project Working Group meetings ongoing. COMS plan finalised and community consultation to commence. Media Release in preparation.	On track	▶
3.1.3.3	Implement 2022 Koala Habitat Restoration Project.	Complete revegetation and fencing in situ.	Landholder agreements and contracts finalised. Planting due to start in September-October.	On track	▶
3.1.3.4	Investigate grant opportunities for improving the Brunswick Estuary ecosystems and river health.	Grants investigated.	Recent funding successful from Local Land Services for 200K to address priority erosion sites impacted by the recent flood event. Project Working Group meetings have commenced. Riparian revegetation project opportunities being explored for the Brunswick River. Report prepared for the Coast and ICOLL Advisory Committee on 'Bringing Back the Bruns'.	On track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.3.5	Deliver Federal Fish Habitat Restoration Project	Riverbank stabilisation and revegetation works complete. Field days complete (2)	Works delayed pending finalisation of approvals.	Delayed	
3.1.3.6	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 approved program	We have been able to maintain our maintenance schedules and are prepared for deliveries of Cyrtabageous weevils which will be introduced to fresh water bodies containing Salvinia weed.	On track	▶
3.1.3.7	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 provide support for Dunecare / Landcare and have been working with community at Yallakool Reserve Ocean Shores and Main Arm this month.	On track	▶

3.2: Deliver initiatives and education programs to encourage protection of the environment






3.2.1: Compliance – Encourage compliance with environmental planning regulations

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.1.1	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>Breakdown of CRMs received, completed and outstanding:</p> <p>September 59 received (38 of these completed during the period) 60 completed 286 remain outstanding</p> <p>2022/23: 183 received (107 of these completed during the period) 200 completed</p>	On track	

3.2.2: Environmental education and awareness – Coordinate and support environmental education to the community


2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.2.1	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. New MOU with Brunswick Valley Landcare signed to continue partnership.	On track	
3.2.2.2	Provide coastal and biodiversity information and encourage and support community activities and groups.	Coastal and biodiversity community events supported. Respond to community enquiries regarding biodiversity and coastal issues. Coastal and biodiversity community groups supported.	Responded to > 20 community enquiries regarding coast and biodiversity issues and concerns. Four social media posts completed on platypus monitoring, koalas on roads, Alligator Weed, swooping magpies, echidnas crossing road.	On track	
3.2.2.3	Publish a Sustainability E-newsletter	Newsletter published quarterly.	Next newsletter due to be sent out in November/December 2022.	On track	
3.2.2.4	Deliver Sustainability Awards Recognition Program.	Program delivered.	On track to release Climate Conversations expression of interest on 1st October until 30th November 2022. Sustainability team and Lone Goat Gallery collaborating to develop and promote the project to community.	On track	
3.2.2.5	Continue to support existing community gardens	Guidance and support provided as required	Ongoing activity. Mullumbimby community gardens are in the process of submitting multiple development applications, and are also applying for several grant opportunities with state government. Suffolk Park community garden was successful in their grant application to Council's Community Initiatives program.	On track	

3.2.3: Planning – Plan to improve the quality of the natural environment



2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.3.1	Update flora and fauna lists for the shire, including status of threatened flora and fauna.	Flora and fauna lists on Council's website.	Threatened species lists finalised. Web page development in progress.	On track	▶
3.2.3.2	Update Byron Shire Vegetation and HEV mapping	Coastal Swamp Oak threatened ecological community shown on Vegetation Map. Revised HEV mapping on Council website and GIS. Updated Vegetation mapping on Council website and GIS.	Review of datasets in progress.	On track	▶
3.2.3.3	Participate in regional coastal and environmental working groups and initiatives	Participate in the North-East CMP Practitioners Roundtable; Northern Rivers Fire and Biodiversity Consortium; Northern Region Joint Organisation - and relevant NRM Group and local, State or Federal environmental working groups	Staff participated in the Northern Regional Joint Organisation NRM regional meeting; North-East CMP Practitioners Roundtable; attended Kyogle Koala Festival workshops; met with the Regional Koala Group to review draft Regional Koala Strategy; attended the National Flying Fox forum in Adelaide; and met with DPE to develop strategies to manage koala vehicle strike.	On track	▶
3.2.3.4	Identify priority open forest ecosystems requiring restoration through the reintroduction of fire.	Map fire interval status. GIS analysis of current and historical open forest. Map identifying priority open forest ecosystems. Methodology report.	GIS analysis and mapping in progress.	On track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.3.5	Continue the E zone review program (Action No.9 from Rural Land Use Strategy)	Final stage of review completed	Stage 3 planning proposal proposal and mapping currently with Department of Planning, Industry & Environment for finalisation, pending outcome of landowner requests for independent review. Stage 4 C Zones Review (previously E zones) commenced with early engagement underway for Council, public authority, and Aboriginal owned lands.	On track	

3.2.4: Sustainability projects – Support community led environmental and sustainability projects

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.4.1	Promote Sunspot tool in collaboration with Zero Emissions Byron	Digital and print media distributed.	Waiting on a website update from Sunspot before commencing activity.	Not commenced	
3.2.4.2	Promote Climate Clever partnership to community.	Digital and print media distributed.	Print media distributed and on display at Council's stall at Zero Emissions Byron's EV Expo in Bangalow.	On track	




3.3: Protect the health of coastline, estuaries, waterways, and catchments



3.3.1: Coastal Management Program planning and implementation – Undertake Coastal Management Program planning and implementation

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.1.1	Identify coastal hazard risks to the Byron Shire coastline	Byron Shire Coastline Coastal Hazard Assessment Study complete Incorporate findings into CMP preparation	Variation approved by the Grants Unit to extend project timeframes for delivery by end of 2022. Draft Volume 1 report is due end of September with the Draft Volume 2 report due end of October 2022.	Delayed	
3.3.1.2	Identify risks to cultural and ecological values and assets in Tallow and Belongil Creek ICOLLs	Engagement with key stakeholders Risks identified and report complete Incorporate findings into CMP preparation	Consultant proposals being assessed.	On track	▶



OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.1.3	Identify ICOLL water quality pollution sources	<p>Monitor Salvinia infestation and management (weevil) within Council managed land</p> <p>Continue to engage with key stakeholders about the Salvinia infestation in Tallow Creek</p> <p>Continue to investigate grant opportunities to improve catchment health and water quality</p>	Consultant proposals being assessed.	On track	▶
3.3.1.4	Identify risks associated with Council's coastal planning controls and processes	<p>Audit of coastal planning framework complete (CMP Stage 2 Study)</p> <p>Incorporate findings into CMP preparation</p>	Consultant quotes being assessed	On track	▶
3.3.1.5	Research the effects of recreational uses on coastal biodiversity and habitats	<p>Evidence based research study complete (CMP Stage 2 Study)</p> <p>Incorporate findings into CMP preparation</p>	Project progressing well. Literature review completed and key stakeholder engagement commenced. Consultant discussion with internal Council staff completed.	On track	▶
3.3.1.6	Assess concept options for the modification of the Jonson Street coastal protection works (Main Beach Shoreline Project)	<p>Completion of technical assessment of concept options (CMP Stage 2 Study)</p> <p>Report to Council</p>	Grant variation approved to extend timeframe for project delivery to end of October approved. Technical assessment of concept options received. Next steps is technical peer review prior to reporting to Council.	On track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.1.7	Develop two concept plans for upgrades of the Main Beach foreshore from Belongil to Clarke's Beach	Completion of technical assessment of concept options (CMP Stage 2 Study) Report to Council	Not commenced.	Not commenced	
3.3.1.8	Identify and evaluate management options and opportunities for addressing threats to the Byron Shire coastline	CMP Stage 3 assessment of options commenced	Not yet commenced.	Not commenced	
3.3.1.9	Monitor coastal erosion, impacts to beaches and beach recovery	Biannual drone survey Report on CoastSnap monitoring Develop a Coastal Monitoring Plan Investigate other contemporary monitoring options for the coast and estuaries	Discussions being held with the Department of Planning and Environment (DPE) regarding improvement of coastal monitoring methods, provision of coastal data and development of a State-wide Coastal Monitoring Plan for NSW coastal councils. LiDAR coastal survey expected to be completed by DPE end of September 2022.	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.1.10	Provide education on beach erosion, nesting shorebirds, dune vegetation values, estuaries and ICOLLs.	<p>Four engagement activities / community contacts per annum, including media releases, social media</p> <p>Develop educational signage about coastal values for Main and Clarkes Beach</p> <p>Report water quality information to the community (cost estimate \$10,000)</p>	Commenced summary of Council's current water quality sampling programs. Reviewed public Water Quality Data Portal - data availability, information and presentation of data, rationalisation of sampling sites (where appropriate). Costs being investigation for CoastSnap analysis of beach monitoring photos at Lighthouse Rd, Clarkes Beach location.	On track	
3.3.1.11	Participate in the preparation of a Coastal Management Program (CMP) for the Richmond River.	Support and participate in Stage 2 studies and CMP preparation (led by Rous County Council)	Project led by Rous County Council. Delayed due to advise re catchment versus coast CMPs and funding of actions. Progress with the Forward Plan studies for Stage 2 CMP preparation to be discussed at the next CMP workshop.	Delayed	

3.3.2: Floodplain management – Mitigate the impact of flooding on private and public property





2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.2.1	Revise entrance management activities and arrangements for Tallow Creek	<p>Complete a review of entrance management arrangements for Tallow Creek incorporating:</p> <ul style="list-style-type: none"> - the outcomes of other completed Stage 2 CMP studies; and - engagement with key stakeholders. <p>Prepare an Entrance Opening Strategy (EOS) and Environmental Management plan (EMP)</p> <p>Apply for relevant licences and approvals</p> <p>Revised EOS reported to Coastal and ICOLL Advisory Committee</p> <p>Incorporate findings into CMP preparation</p>	Consultant quotes being assessed (DP 3.3.1.2).	On track	
3.3.2.2	Review entrance management activities and arrangements for Belongil Creek	<p>Incorporate findings of completed Stage 2 CMP studies into entrance management of Belongil Creek</p> <p>Revise the EOS and environmental management plan (EMP) (where required)</p> <p>Report outcomes to Coastal and ICOLL Advisory Committee</p> <p>Incorporate findings into CMP preparation</p>	Consultant quotes being assessed (DP 3.3.1.2).	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.2.3	Floodplain Risk Management Committee coordination	Report Flooding matters and items requiring comment through the Floodplain Risk Management Committee (Floodplain Management Advosory Committee)	Coordination continuing throughout the financial year. September meeting deferred to October 2022.	On track	
3.3.2.4	Federation Bridge Debris Deflectors - Mullumbimby	Construction Works Package complete	Department of Planning and Environment grant successful. Total project cost of \$100,000. Call for tenders to occur October 2022. Detailed site inspection complete	On track	
3.3.2.5	Byron Bay Drainage Upgrade	Survey and detail design commenced	Preferred consultants selected by tender panel. Tender evaluation report to go to 27 October meeting for final approval.	On track	
3.3.2.6	New Brighton / Ocean Shores Overland Flow and Drainage Upgrade Study	Commence study and draft report to Floodplain Management Committee	Following the Flooding events in 2022, Council has submitted a grant to the Department of Planning and Environment to expand the coverage of this project and are awaiting the outcome. Suggest this project is renamed to the Byron Shire Overland Flow Path Study.	Not commenced	
3.3.2.7	Bangalow Overland Flowpath and Flood Study	Draft document reported to Floodplain Management Committee	This project will be linked to the Byron Shire Overland Flow Path Study and delivered in parallel. Council awaiting outcome of the \$250 000 Department of Planning and Environment grant submitted March 2022	Not commenced	

3.3.3: Catchment health – Investigate and support catchment health improvement initiatives



2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.3.1	Plan to improve ICOLL water quality pollution sources	<p>Review and finalise the Baywood Chase (Water Quality) Management Plan (Suffolk Park) to improve water quality</p> <p>Monitor Salvinia infestation and management (weevil) within Council managed land</p> <p>Continue to engage with key stakeholders about the Salvinia infestation in Tallow Creek</p> <p>Continue to investigate grant opportunities to improve catchment health and water quality</p>	This OP Activity is a duplicate of 3.3.1.3 "Identify ICOLL water quality pollution sources:". DELETE/REMOVE OP Activity 3.3.3.1 and keep 3.3.1.3.	Needs attention	
3.3.3.2	Marshalls Creek Foreshore & Roadside Erosion Protection Works - New Brighton	Construction Works Package complete	Project was taken out of the budget and is proposed to be reinstated at September Quarterly Review	Delayed	
3.3.3.3	Childe Street / Manfred Street Bank Erosion Protection	Construction Works Package complete	Initial site inspection complete. Approvals discussions have been held with Marine Parks. Design options under development.	On track	
3.3.3.4	Bangalow Wetlands Renewal	Works complete on site to approved budget	Detailed site inspection and scoping complete. Historical design reports being reviewed. Plant selection underway.	On track	

3.4: Support and empower the community to adapt to, and mitigate the impact on climate change



3.4.1: Climate change mitigation – Mitigate the risk of climate impacts through actions within Council's control

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.4.1.1	Invite car share operators through an expression of interest process to provide a car share service for the 14 designated parking bays in Byron Shire.	Stage 1. complete EOI Stage 2. prepare three-year contract to commence in 2023/24	Popcar invoiced for 2022/23 this month, this is the last year before Council will go out to tender, EOI will be actioned in November for agreements 2022/23 onwards.	On track	
3.4.1.2	Identify a Revolving Energy Fund project.	Report on proposed energy efficiency or renewable energy project	Staff have commenced RFQs for several energy efficiency and renewable energy projects, including LED lighting upgrade and solar installations at Mullumbimby Administration Building.	On track	

3.4.2: Climate change adaptation – Enhance community resilience and ability to adapt before, during, and after climate events

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.4.2.1	Review Climate Change Risk Assessment	Review complete	Review due to commence in November 2022.	Not commenced	
3.4.2.2	Scope the development of an Urban Cooling Strategy (CCAP Action 62)	Report to Council	Scoping work to commence in January 2023.	On track	

3.4.3: Monitoring and reporting – Monitor and report on actions that aim to address climate change

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.4.3.1	Monitor output performance of solar assets and report annually.	Annual report produced.	Collation of 21-22 FY council solar performance data for CCRRAC on the 29th September is complete. CCRRAC meeting on 29th September 2022 has been delayed due to Queen Elizabeth II public holiday. Sustainability Team Leader and Manager EEP will edit and approve report for rescheduled meeting. All solar monitoring configuration issues are resolved and identified remediation works on faulty arrays have been completed or are underway.	On track	▶
3.4.3.2	Prepare Annual Emissions Inventory to determine progress towards 2025 Net Zero Emissions Target.	Annual Emissions Inventory reported to Council.	Work underway compiling emissions data for annual report to Council in December.	On track	▶
3.4.3.3	Report annually on sustainability partnerships, such as Cities Power Partnership.	Report to Climate Change and Resource Recovery Advisory Committee as required	Delayed due to cancellations and postponement of Climate Change and Resource Recovery Advisory Committee meetings. Update report will be provided to the next available Committee meeting. Annual report will be delivered in 2023.	Delayed	
3.4.3.4	Implement Utilities energy optimisation system.	Finalise development of system. Energy inefficiencies identified and reported.	The Utilities Energy Optimisation System is a process for strategically implementing best practice and improving operational efficiencies to assist Utilities in optimising energy usage, energy accounts and renewable energy generation. A procedure, with supporting documents, is currently being drafted to assist this process. To help identify best practice, numerous Utilities energy optimisation actions are undergoing cost benefit analysis. To help in prioritising assets for remediation, performance metrics are being systematically applied to selected Utilities processes, networks and equipment. The format in which the findings of the above studies will be delivered, to best support the Energy Optimisation System, is currently being finalised	On track	▶

3.4.4: Net Zero – Work towards achieving Council's 100% net zero-emissions target




2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.4.4.1	Develop a carbon offset policy and procedure for Council in order to achieve net zero emissions.	Draft policy and procedure commenced	Activity on hold until review of net zero target and strategic pathway options complete.	Delayed	
3.4.4.2	Participate in regional sustainability working groups and initiatives.	Attend 4 Sustain Northern Rivers Energy Working Group and local, State or Federal working groups as required	Staff attended quarterly Sustain Energy Working Group meeting and collaborated with regional sustainability officers to prepare a report for the Northern Rivers Joint Organisation on a potential NSW DPE grant opportunity.	On track	▶

3.5: Minimise waste and encourage recycling and resource recovery practices

3.5.1: Waste management and resource recovery strategy – Implement Integrated Waste Management and Resource Recovery Strategy – Towards Zero

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.5.1.1	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. Next meeting scheduled for 20 October. Liaison with NEW Coordinator with regards to NSW EPA FOGO changes.	On track	
3.5.1.2	Review and update Councils relevant Development Control Plan policies and legislation in accordance with future waste management needs	Chapter B8 reviewed and updated in accordance with current waste regulations and strategies	Not yet commenced. Other projects have taken priority.	Not commenced	
3.5.1.3	Improve management of Council generated waste	Increased resource recovery and decreased waste to landfill in Council operations	ET approved development of balloon policy and single-use policy for Council operations and facilities Present at staff forum about changes to FOGO bins and Plastics ban Continue to provide cups and resources to staff members consult with staff members about a reusable catering kit	On track	



3.5.2: Recycling – Work with business and tourism sector to reduce waste to landfill


2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.5.2.1	Deliver campaign targeting tourist / rental accommodation	Program delivered within budget	Developing partnership with Take 3 for the Sea for Groundswell project to engage local accommodation	On track	▶
3.5.2.2	Implement reusable takeaway container pilot program in Brunswick Heads	Project delivered on time and within funded budget	-Developed animation for business engagement -Present at staff forum -Re assessment of comms and resources around FOGO -Engage more container	On track	▶
3.5.2.3	Deliver Circular Cafes program in partnership with North East Waste	# cafes joining program	-Program has begun and multiple check ins have been done by project facilitator	On track	▶
3.5.2.4	Reduce contamination in kerbside organics and recycling	Reduction in contamination rates by XX%	Continue SRAP campaign Continue discussions with North East Waste around FOGO communications Circular Cafes commenced in 10 Brunswick Heads businesses Present at staff forum about upcoming FOGO changes	On track	▶
3.5.2.5	Develop and implement Zero Waste Event program	Program developed and implemented within adopted budget	-The Resource Recovery team has an intern to assist with the development of event waste resources -Resource Recovery Education Officer attended The Pocket Winter Festival to manage a wash station -Work with Byron Surf Festival on waste management	On track	▶

3.5.3: Waste collection and landfill – Maintain and enhance solutions to recover / treat / dispose of residual waste





2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.5.3.1	Maintain and manage Waste and Resource Recovery Collection, processing and disposal contracts	Contractors managed in accordance with Contracts and adopted budget	<p>2014-0011- Waste and resource recovery collection service No KPI failures on Bin repairs 240 carried out for the August Missed services for August 62 No WHS incidents Waste track 2 upgrade completed, working though some minor software related issues. 2020-0028- Transport and Disposal of Mixed Solid Waste and C&D Waste 1712t transported in August 35% Fuel levy- impact on transport per load- Sept Note: This is effecting all Resource Recovery contracts with transport related services. No WHS incidents No KPI failures 2019-0009 Processing comingled recycling New entity 'Polytrade operations' underway 340t of recycling transported and processed for the month of Aug No KPI failures or WHS incidents</p>	On track	
3.5.3.2	Support the progression of a regional; alternative waste treatment facility in alignment of the adopted strategy and relevant resolutions	Ongoign support and participation in regional waste activities and projects	<p>Manager Resource Recovery met with Richmond Valley Council Manager Waste and Resource Recovery to discuss synergies and the regional waste investment review project. All participating Councils received an information pack on where various regulations and legislation is currently with regards to Energy from Waste Facilities in NSW, as well as an update on next steps for the EOI process. RVC has committed to providing an update on the Project to Waste Managers at each quarterly North East Waste Meeting.</p>	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.5.3.3	Review and enhancement of public place bin network including number and location of bins, contamination audits, educational and compliance signage and servicing efficiency	Levels of service	<p>Continued refurbishment of Mullumbimby PPB ongoing, all timber slats to be sanded and re-oiled in the month of October. Further continued movement/removal of existing Public place bins to ensure maximizing capture of public waste ongoing. PPB removed from the entrance next to Clarks beach café and relocated near main beach and replaced a recently burnt out cabinet. New parts to be ordered to assist with recent damage to PPB, Mainly in Byron.</p> <p>Have moved into High season PPB servicing at the start of the Spring holidays and will continue to be monitored. Education officer commenced bin sensor trails on public place bins within Brunswick heads, this will assist with greater data on the types of waste, locations of PPB to best capture waste in public areas throughout the shire.</p> <p>Waste compliance officer working on signage for public place bins, information relating to domestic and business disposal into Public place bins and the potential fines associated with this activity.</p>	On track	



3.5.4: Education – Empower the community to increase avoidance, reuse, and recycling activities

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.5.4.1	Implement and update Illegal Dumping and Litter Education and Enforcement Plan (IDLEEP)	Existing Plan implemented and revised in accordance with EPA litter and illegal dumping strategies and targets.	<ul style="list-style-type: none"> -Undertaken regular monitoring in hot spots, distributed education collateral, input data and organised timely clean-ups -Developed designs and ordered new street banners for install in October -Draft designs and commenced consultation for updated illegal dumping signage on public place bins -Reviewed, provided feedback for NSW EPA Litter Prevention Draft Strategy and participated in stakeholder discussion -Reviewed NSW EPA Illegal Dumping Prevention Draft Strategy and participated in stakeholder discussion -Participated in relevant sessions from International Marine Debris Conference to increase knowledge and awareness on issues and solutions for litter prevention. -Request for Quote for Bulky Waste Collection, Transport and Resource Recovery Provider live on Vendor Panel and site inspection undertaken. 	On track	
3.5.4.2	Implement Source to Sea litter reduction program	Project delivered on time and within funded budget	<ul style="list-style-type: none"> -KLIS sites chosen and relevant stakeholders engaged with -Data templates set up for AUS LM -Commenced draft for Business Case 	On track	
3.5.4.3	Develop and support community based sustainability and circular economy initiatives	Initiatives supported in accordance with adopted budget	<ul style="list-style-type: none"> -Engage Mens Shed for International Repair Day 	On track	
3.5.4.4	Improve and enhance the Second Hand Shop to increase patronage, upcycling and repair	Project delivered on time and within funded budget	<ul style="list-style-type: none"> Test and tag machine ordered 4 staff have commenced test and tag training Shed moving has been booked for late Nov-Dec 	On track	

3.5.5: Facilities and services – Provide resource recovery facilities and services that meet statutory requirements

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.5.5.1	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	<p>Annual return for EPL 13127 submitted, WARRP report completed for the Month of August. No license breaches for either EPL for the months of Aug/Sep.</p> <p>One remaining noise agreement required from resident close to the Facility, once completed license variation can be submitted to allow for a slight increase in noise levels when grinding green waste.</p> <p>New Environmental programs officer commenced work mid September and will start to work on ongoing compliance requirements.</p> <p>Scheduled stormwater improvements to occur in the month of October to reduce potential license breaches relating to large rainfall events.</p>	On track	
3.5.5.2	Maintain existing waste assets through development of Asset Management Plan and maintenance program	Asset Management Plan and Programmed Maintenance schedule developed	<p>Project officer engaged to manage 2 large project at BRRRC, including stormwater management, southern landfill capping and leachate system upgrade. Solar array issues identified at the Resource recovery centre, contractor engaged and new inverter to be installed.</p> <p>Pump identification and asset identification to be included into Asset management plan ongoing. Recent pump maintenance of all critical pump's occurred to ensure facility is prepared for ensuing wet season. This includes upcoming drainage works on the northern landfill, spillways on both north and south landfill areas and sediment dams. This work will include some road side drainage, with facility trialing new concrete matting that will reduce wash out at various locations on site. This is part of site preparation for potential heavy rainfall events in the coming months.</p>	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.5.5.3	Implement closure and rehabilitation Plan for Myocum Landfill	Capital Project to close, cap and rehabilitate Southern Landfill Cell completed within budget	Talis Consultants undertook site visit and met with Project Officer and Team Leader to determine final requirements for capping design with regards to operational space and leachate capture.	On track	▶
3.5.5.4	Deliver Stormwater Management Plan of Byron Resource Recovery Centre Site (Stage 1)	Project delivered on time within adopted budget	Stage 1 Stormwater Implementation works underway - prioritizing works to divert clean water prior to oncoming wet season. Quotes sought and approved for concrete matting and drainage upgrades. Talis Consultants (responsible for development of the Stormwater Plan) undertook site visit to gain oversight and provide advice.	On track	▶
3.5.5.5	Investigate Council's methane gas flare and Australian carbon credit unit generation in line with net zero emissions target	Report to Council on findings	Auditor report received - all conforming. Consultant report and auditor report submitted to Clean Energy Regulator for approval.	On track	▶
3.5.5.6	Deliver Leachate Management system upgrade in accordance with Variation of EPL conditions	Project delivered on time within adopted budget and Environmental Licence conditions	Project Officer has commenced Project Plan for Leachate Management Project as per EPA Licence Conditions. Site visit to Lismore waste facility to view containerized treatment system in operation. Liaison with NSW EPA to understand their appetite for approval of such a system. Engagement with Councils Strategic Procurement Coordinator to understand best suited procurement process and pathway.	On track	▶



Community Objective 4: Ethical Growth


We manage growth and change responsibly

4.1: Manage responsible development through effective place and space planning

4.1.1: Development assessment – Manage development through a transparent and efficient assessment process






2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.1.1	Assess and Determine DA's accordance with the relevant legislation	Determinations under delegated authority. Average = 70 days Median = 50 days	<p>September</p> <ul style="list-style-type: none"> - Average: 96 - Median: 83 <p>2022/23</p> <ul style="list-style-type: none"> - Average: 107 - Median: 79 <p>This month 54 DAs were determined and 52 formally submitted. Staff continue to balance the need to reduce the the backlog of older DAs and also ensuring that newer applications are determined in a timely manner.</p> <p>While the assessment times remain high, this is a reflection of finalising DAs that have been in the system for a longer period. Once the majority of the backlog is reduced, processing times will also reduce.</p>	On track	
4.1.1.2	Certify development in accordance with relevant legislation	80% Construction Certificates processed in less than 28 working days; 80% Subdivision Works Certificates processed in less than 28 working days	<p>September 2022</p> <p>100% Construction Certificates processed within 28 days No Subdivision Works Certificates issued during September.</p> <p>2022/23</p> <p>89% Construction Certificates processed within 28 days 100% Subdivision Works Certificates processed within 28 days</p>	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.1.3	Exhibit Development Applications as required by the Community Participation Plan	No. of DA's notified or on exhibition. No. of submissions received.	September 2022 33 DA were exhibited in accordance with the Community Participation Plan. 20 Submissions were received in relation to development applications. 2022/23 113 DA were exhibited in accordance with the Community Participation Plan. 103 Submissions were received in relation to development applications.	On track	

4.1.2: Growth Management Strategies – Implement Local Growth Management Strategies

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.2.1	Review Rural Land Use Strategy	Report on scope of review Commence Review	Working on an updated site suitability and mapping methodology document to inform housing response options as part of the review of the Rural Land Use Strategy. Aim to workshop the criteria with Councilors in November or December 2022.	On track	
4.1.2.2	Investigate capacity for resubdivision within existing Large Lot Residential estates (Action 21).	Report on investigation	Working on an updated site suitability and mapping methodology document for urban housing response options to inform resubdivision investigations. Aim to workshop the criteria with Councilors in November or December 2022.	On track	
4.1.2.3	Review of Local Strategic Planning Statement priority actions	Scope of works prepared	Not yet commenced	Not commenced	
4.1.2.4	Actively participate in 5-year review of the North Coast Regional Plan	Participate in meetings and provide State government with Council response to matters relevant to Byron Shire	Substantially commenced. Staff submission on draft North Coast Regional Plan sent 29 August. Awaiting further updates from DPE on status of draft Plan and timeframe for finalisation.	On track	
4.1.2.5	Revise and update Residential Strategy	Scope determined and review commenced	Working on an updated site suitability and mapping methodology document to inform urban housing response options as part of the update to the Residential strategy. Aim to workshop the criteria with Councilors in November or December 2022.	On track	

4.1.3: Town / Village Masterplans – Develop, implement and update Place Plans that promote place-based forward planning strategies and actions

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.3.1	Facilitate the Place Planning Collective in order to promote and support implementation of actions from adopted town / village masterplans	Place Planning Collective meetings held	New members confirmed at Council meeting on 8 August 2022. Next Place Planning Collective Meeting scheduled for 27 October 2022.	On track	▶
4.1.3.2	Implement actions from the Our Mullumbimby Masterplan	Design scoped for the intersection upgrade of Burringbar and Stuart Streets Provide advice and guidance for any community-led initiatives from the plan	Design scoped for the intersection upgrade of Burringbar and Stuart Streets yet to commence. Other work - Implementation ongoing.	On track	▶
4.1.3.3	Implement actions from the Bangalow Village Plan	Bangalow Streetscape Materials Palette reported to Council Provide advice and guidance for any community-led initiatives from the plan	Bangalow Streetscape Materials Palette - project initiation meeting held.	On track	▶
4.1.3.4	Implement actions from the Byron Arts and Industry Estate Precinct Plan	Lot 12 project progressed Bayshore Drive footpaths designed	Implementation ongoing.	On track	▶
4.1.3.5	Support the Federal Community Village Masterplan Steering Group to finalise the community-led master planning for Federal	Final masterplan reported to Council seeking endorsement	Draft Masterplan on exhibition stage one completed. Submissions being assessed.	On track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.3.6	Complete Federal Village Main Street Movement and Place detailed design.	Detailed design completed	Staff working through updated design following on from analysis of feedback. Expected to present back to community later in 2022.	On track	▶
4.1.3.7	Amend Local Environmental Plan and Development Control Plan in accordance with Mullumbimby Hospital Precinct Plan	Amendments progressed	Aiming to report to Council in October 2022.	On track	▶
4.1.3.8	Complete Butler Street Reserve contamination investigation and Environmental Management Plan	Report outcomes to ET	Council considered a report at the 29 September meeting	On track	▶
4.1.3.9	Relocation of the Byron Community Market to the centre of town	All actions required of Council completed	Not commenced	Not commenced	—
4.1.3.10	Investigate priority needs for future village/town masterplans	EOI issued to outstanding villages	Expression of Interest process for future place plans currently live - closes 30 September. To be reported back to Council in November 2022.	On track	▶

4.1.4: LEP & DCP – Review and update the Local Environmental Plan and Development Control Plans

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.4.1	Assess requests to amend Local Environmental Plans and/or Development Control Plans including maps in accordance with legislative requirements.	80% of accepted applicant initiated requests reported to council within the time periods as set out in legislative requirements	No planning proposals received in September. Existing planning proposals in progress include: Business & Industrial Lands Strategy -- Gulgan Road North, Brunswick Heads and Manns Road, Mullumbimby: gateway assessments still underway to address complex traffic, flood management and or planning agreement issues; 150 Lismore Road, Bangalow: final planning proposal adopted at 25 August Planning Meeting; Lot 12 Bayshore Drive, Byron Bay: initial assessment and prelodgment discussions underway; Rural Land Use Strategy -- McAuleys Lane: planning proposal and draft planning agreement on exhibition until 4 October; 114 Stewarts Road Clunes and 55 Settlement Road Main Arm: gateway assessment commenced; 103 Yagers Lane Skinners Shoot: gateway assessment completed and report to be considered at 13 October Planning Meeting.	On track	▶
4.1.4.2	Review and update LEP and DCP to reflect strategic land use priorities and/or legislative reforms	Housekeeping LEP planning proposal(s) and DCP amendments progressed	Reports on DCP and LEP amendments tabled for 13 October Planning Meeting	On track	▶
4.1.4.3	Stand-alone LEP 2014 amendment to introduce new heritage-listed properties	Planning Proposal exhibited and reported to Council	Landowner pre-consultation of Brunswick Heads heritage conservation area completed and submissions presented to the Heritage Advisory Committee on 15 September. Planning Proposal to introduce individual heritage items and a heritage conservation area in Brunswick Heads is continuing to be progressed and will be reported to Council at an upcoming Council Planning Meeting.	On track	▶
4.1.4.4	Implement review of Planning Controls for Rural Tourist Accommodation (Res 20-691)	New LEP/DCP controls finalised	Planning proposal still waiting a gateway determination	On track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.4.5	Consider landowner planning investigations for possible new industrial and/or business park areas, as identified in the BILS.	Planning proposals assessment progressed on uploading to portal	Commenced assessment of planning proposals for Areas 2 & 5 in Business & Industrial Lands Strategy, to be reported to Council later this year.	On track	►
4.1.4.6	Implement State government's employment zone reforms in LEP 2014	New employment zone provisions included in LEP 2014	The NSW Department of Planning has concluded public exhibition of the employment zones translation. The DPE has not requested any further input from Councils. The amendment is currently being drafted and is expected to be notified on 1/12/22 with a deferred commencement date of 26/4/23. Once the amendment is finalised, staff will report the outcome to Council and discuss any future actions with regard to land use.	On track	►
4.1.4.7	Progress Short Term Rental Accommodation planning proposal	Progressed in accordance with Council resolution	On exhibition 1 September to 31 October	On track	►

4.2: Enable housing diversity and support people experiencing housing insecurity

4.2.2: Partnerships and pilots to address housing needs – Investigate partnerships and pilots that deliver an innovative and affordable housing model for the Shire

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.2.2.1	Consider landowner planning investigations for possible residential areas, as identified in the final endorsed Res. Strategy and as applicable implement AHCS via the residential rezoning process	Planning proposal assessments progressed in accordance with legislative requirements	Held a preliminary site meeting with a landowner of land identified in the AHCS who is looking to progress a planning proposal.	On track	▶
4.2.2.2	Deliver Landcom MoU	MoU progressed	Reported to 25 August Council meeting with General Manager to run the tender process to identify and select a Community Housing Provider (CHP). Staff in the process of setting up a webpage on the project to deliver regular updates to the community.	On track	▶
4.2.2.3	Affordable Housing Contribution Scheme - Implementation and Delivery program	Commence implementation and delivery program EOI to set up a register for preferred community housing providers	An expression of interest to be on Council's register of community housing providers invitation has been issued to accredited community housing providers. EOI closing date of 14 October 2022.	On track	▶

4.2.3: Legislation changes – Establish planning mechanisms and advocate for changes to legislation to support housing that meets the needs of the community

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.2.3.1	Prepare submission/s on draft changes to State government planning policy or legislative reforms.	Submissions made on the basis of relevance to Byron Shire	Submission on Draft Update to NSW Coastal Design Guidelines sent 9 September 2022.	On track	▶

4.3: Promote and support the local economy








4.3.1: Diverse economy – Develop a Business and Visitor Economy Strategy to support a resilient and diverse economy

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.3.1.1	Progress development of Business and Visitor Economy Strategy	Complete online engagement stage	Economic health check report complete and available on Council's website. Staff developing an online survey to inform the next stage of engagement.	On track	





4.3.3: Business advice and support – Support, participate, and advocate for sustainable business

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.3.3.1	Deliver Sourdough Business Pathways MoU	Participate in meetings as required. Investigate collaboration opportunities.	Council sponsored Sourdough Business Pathways' StartUp Northern Rivers event for social enterprises on 26 September. Approximately 90 attendees at the event.	On track	
4.3.3.2	Continue to strengthen partnerships between Council and the business community / industry	Participate in various business groups and meetings when appropriate.	Participating in business, industry and tourism committee meetings as well as Chamber of Commerce meetings.	On track	
4.3.3.3	Publish quarterly business eNewsletter	Published business eNewsletter	Publishing regular business newsletter.	On track	
4.3.3.4	Continue to support Small Business Month	Support delivery of an event / project	Partnering with the RIEP, Training Services NSW to provide an event, connecting local high school students with local businesses for school based apprenticeship, traineeships and job opportunities. Date in November in line with Small Business Month.	On track	
4.3.3.5	Continue to support businesses growth and continuity through provision of information and workshops	Number of workshops	Continuing to work with RIEP, Training Services NSW on event connecting local high school students, their parents and local business for a student based apprenticeship and traineeship information and networking evening.	On track	
4.3.3.6	Partner with other agencies to deliver workshops such as mental health, businesses recovery/adaptation, planning and accessibility	Number of workshops held	Partnering with RIEP, Training Services NSW to deliver an event to connect local businesses and local high school students for a student based apprenticeship and traineeship information and networking evening.	On track	
4.3.3.7	Collaborate with government, agency and industry on business policy and legislative reforms	Number of submissions made or inquiries attended	Collaborating with government, agency and industry via committees and meetings.	On track	

4.3.5: Regenerative agriculture – Develop and implement strategies to support regenerative agriculture, agri-business and farmers

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.3.5.1	Maintain and update Byron Shire Farmer database.	Number of landholders engaged via farmer database.	Byron Farmers Network database updated. Currently over 300 members.	On track	
4.3.5.2	Provide extension services to farmers to support and promote sustainable agriculture.	. Number of farm visits. Number of engagement outputs (emails, digital/print media).	Regenerative Ag Mentor Program, partnership with Southern Cross University, in progress.	On track	
4.3.5.3	Deliver farmer mentoring and farmer education activities.	Four farmer mentoring sessions held. Four field days/workshops delivered.	- 2 x Smart Farms workshops completed. - Regenerative Agriculture mentor program in progress.	On track	
4.3.5.4	Promote soil testing to improve soil biodiversity and agricultural sustainability	Film clip explaining soil testing process produced. Soil tests for ten local landholders.	NSW Soil Knowledge Network workshops promoted via Byron Farmers Network.	On track	

4.4: Foster sustainable visitation and manage the impacts of tourism on the Shire

4.4.1: Destination Management – Encourage visitation that aligns with our culture and values

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.4.1.1	Collate, analyse and interpret tourism monitor data and id profile statistics	Report prepared and workshop on data analysis	Economic health check report complete; available on Council's website.	On track	▶

4.4.3: Sustainable visitation – Investigate opportunities to mitigate peak tourist demands on local amenity and infrastructure

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.4.3.1	Continue to liaise with our business and tourism industry	Participate in various business and tourism boards and meetings when appropriate	Participating in business, industry and tourism committee meetings as well as Chamber of Commerce meetings.	On track	▶

4.5: Support a resilient community that can adapt and respond to change



4.5.1: Emergency management and response – Support and participate in local emergency management

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.5.1.1	Attend Tweed Byron Local Emergency Management Committee (LEMC) and Regional Emergency Management Committee (REMC) meetings	Attend meetings as required throughout year	LEMC and REMC meetings attended as and when scheduled	On track	▶
4.5.1.2	Byron Flood Warning Network	Engage and manage gauge network maintenance contract to minimise risk of faults during flood events	Councils flood warning continuous improvement and optimisation works continuing throughout the current financial year.	On track	▶
4.5.1.3	Manage Byron Emergency Dashboard and Incident Management System	Emergency Dashboard and Incident Management System operational throughout year and staff suitably trained in it use	Emergency Dashboard and incident management systems under constant monitoring and review and modifications implemented when required. Additional training provided when need s are identified. This process is ongoing throughout the year.	On track	▶
4.5.1.4	Maintain Local Emergency Operations Centre and Agency Operations Centre at Byron Depot site	Emergency Operations Centre and Agency Operations Centre operational throughout the year	The EOC and AOC are utilised on a regular basis to ensure they are fully functional when required and to help identify any areas or serviceability issues that need attention. Plumbing contractors have commenced work on repairing sewer draining issues	On track	▶
4.5.1.5	Ensure sufficient staff are trained to undertake Emergency Management roles in and outside business hours	Staff trained and sufficient staff available during disaster events	Emergency Management training scheduled for first week in August at Tweed Heads - a number of staff attended.	On track	▶
4.5.1.6	Undertake exercises as decided by Tweed Byron Local Emergency Management Committee	Attend exercises as required throughout year	No training exercises have been planned by the committee at this time.	Not commenced	—




4.5.2: Recovery – Support disaster recovery following the 2022 flood events

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.5.2.1	Support and coordinate community-centred, responsive and flexible recovery activities	Recovery activities supported	<p>Key outcomes from this months reporting:</p> <ul style="list-style-type: none"> - The Community Resilience Network met in September 2022 and brought together various services, agencies and community associations to announce key recovery updates as well as hearing presentations from members of the emergency services regarding the upcoming weather conditions. Future group training has also been discussed and working documents have been created to plan for future relevant training opportunities that will be better prepare and equip the groups capacity and resilience. - Establishment/Chairing of the Health and Wellbeing Subcommittee group for the Byron Shire. The purpose of this group is to create a space for members to raise any recovery and health and well-being related issues that they do not have an immediate solution for and to assist in resolving the matter within the group or escalating the issue to the Regional HWBSC where further support outside the shire may be required to meet the needs. 	On track	
4.5.2.2	Contract manage community projects under the Bushfire Community Recovery & Resilience Grant	Projects completed	<p>Supporting Red Cross' 'Prep-tember' events with SES to prepare the community for future disasters. 'Prep-tember' events scheduled throughout September and October in Suffolk Park, South Golden Beach, Mullumbimby, Wilson's Creek and Upper Main Arm, with more to follow.</p> <p>Emergency Services Expo planned for 30th October in the Brunswick Heads Marina. Consultation with external groups/organisations regarding Extreme weather protocol with aim to focus initially on one area of the shire. Children's Services Emergency Resilience Planning and Preparation project underway with consultant.</p>	On track	

4.5.3: Disaster preparedness – Support and coordinate disaster prevention, preparedness, response and recovery activities

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.5.3.1	Support community and local services to develop and coordinate shared disaster resilience activities	Support referrals and information provided throughout networks	Ongoing engagement and coordination with EM services and community services in relation to preparedness and flood recovery. Support for the Red Cross' Preptember events. BSC to support an emergency services Expo on October 30th at Brunswick Heads Marina. Discussion with NEMA regarding coordinating with Disaster Response Australia to bring a flood mapping exercise to the Byron Shire. Attendance at community initiatives such as the Mullum Cares Flood Debrief in Mullumbimby.	On track	
4.5.3.2	Facilitate Community Resilience Network	Quarterly meetings convened	September in-person meeting held for Byron Shire CRN network and November meeting planned. Invitation sent to new possible members to expand the network. Ongoing consultation with NEMA and Resilience NSW regarding refining the focus and structure of the CRN. REMO invited to speak at November meeting to inform members about the EM arrangements and give them an opportunity to ask questions.	On track	
4.5.3.3	Audit Emergency Evacuation Centres	Audits completed	Remediation work continues on community halls that also are identified Evacuation and Recovery Centres. Internal consultation with LEMO regarding best approach for future audits, integrating lessons learned from the floods. Exploration of different models including the Community-Managed Evacuation Centres and their appropriateness for the Byron Shire.	On track	

Community Objective 5: Connected Infrastructure

We have connected infrastructure, transport, and facilities that are safe, accessible, and reliable

5.1: Provide a safe, reliable, and accessible transport network

5.1.1: Road network maintenance – Undertake road and transport network maintenance to meet the standards identified in the Asset Management Plan









2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.1.1	Deliver Annual Urban Drainage Maintenance Program	Maintenance program completed within budget	Annual program has commenced and is delivered in consideration of the timing of other operational and capital works programs throughout the year.	On track	►
5.1.1.2	Annual Rural Drainage Maintenance Program	Maintenance program completed within budget	Annual program has commenced and is delivered in consideration of the timing of other operational and capital works programs throughout the year.	On track	►
5.1.1.3	Annual Gravel resheeting program	Completion of program in accordance with inspection reports and within budget	Annual program has commenced and is delivered in consideration of the timing of other operational and capital works programs throughout the year.	On track	►
5.1.1.4	Annual Major Patching Program	Completion of program in accordance with inspection reports and within budget	Annual program has commenced and is delivered in consideration of weather and resource availability.	On track	►
5.1.1.5	Annual Pavement Asphalt Overlay Program	Completion of program in accordance with inspection reports and within budget	Annual program has commenced and is delivered in consideration of weather and resource availability.	On track	►
5.1.1.6	Regional Roads Block Grant	Completion of program in accordance with inspection reports and within budget	Works underway and partially completed on Ewingsdale Road.	On track	►
5.1.1.7	Impacts of Tourism Grant - Major Patching Program	Works complete on site to approved program and budget	On track to approved grant program and timelines	On track	►
5.1.1.8	Undertake urban roadside tree maintenance for dead, dying, and dangerous trees	Program within budget and identified dangerous trees treated	Identified dead dying or dangerous trees are being assessed and required actions to mitigate risk completed.	On track	►

5.1.2: Road renewal and upgrades – Deliver road renewal and upgrade capital works program

2022/23 Operational Plan Activities





OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.2.1	Annual Reseal Program	Completion of approved program in accordance with inspection reports and within budget	Annual program has commenced and is delivered in consideration of the timing of other operational and capital works programs throughout the year.	On track	▶
5.1.2.2	Impacts of Tourism Grant - Asphalt Overlay Program	Works complete on site to approved program and budget	On track to approved grant program and timelines	On track	▶
5.1.2.3	Impacts of Tourism Grant - Reseal Program	Works complete on site to approved program and budget	On track to approved grant program and timelines	On track	▶
5.1.2.4	Annual Road Side Barrier Renewal Program Shire Wide	Completion of program in accordance with inspection reports and within budget	Annual program has not yet commenced and is delivered in consideration of the timing of other operational and capital works programs throughout the year.	Not commenced	—
5.1.2.5	Annual Replacement of Damaged Kerb and Gutter Program Shire wide as per inspection report	Completion of program in accordance with inspection reports and within budget	Annual program has not yet commenced and is delivered in consideration of the timing of other operational and capital works programs throughout the year.	Not commenced	—
5.1.2.6	Deliver Retaining Wall renewal Program Shire Wide	Completion of program in accordance with inspection reports and within budget	Annual program has commenced and is delivered in consideration of the timing of other operational and capital works programs throughout the year.	On track	▶
5.1.2.7	Deliver road reconstruction work on the Pocket Road Stage 2	Works complete on site to approved budget	Works complete and within budget. Site is now open to Traffic.	Completed	✓
5.1.2.8	Fern Street Reconstruction	Construction Works Package complete	Traffic Investigations have now been completed and will be reported to the Infrastructure Advisory Committee, outcomes from this report will inform how to proceed.	Delayed	

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.2.9	Bayshore Drive Renewal	Construction Works Package complete	20% Preliminary Concept draft has been reviewed by staff and discussed with Community/Business reps. Consultants have been instructed to complete the concept design stage based on feedback and assessment of the preliminary drawings. Feedback includes that improving/increasing parking and streetscaping is seen as a priority. Consultants have been instructed to carry out some additional survey which is underway.	Needs attention	
5.1.2.10	Lawson Street Renewal	Construction Works Package complete	Preconstruction completed. Project approval package to be signed by works engineer and IS director	On track	
5.1.2.11	Station Street Renewal	Works complete on site to approved budget	Design work is currently delayed until pedestrian, traffic and heavy vehicles have been investigated further. Outcomes will be reported to October Infrastructure Advisory Committee for direction. Once agreed design works will recommence. September 1/4 budget review proposes to delay construction to 2023/24 to allow sufficient time to complete design. Action will be amended accordingly.	Delayed	
5.1.2.12	Deliver Upper Main Arm Bridge Renewal	Works complete on site to approved budget	Design & Construct Contract is underway. Temporary creek access has been constructed and demolition of existing bridge completed. Contractor has been communicating with residents regarding the works.	On track	
5.1.2.13	Deliver Sherringtons Bridge Renewal	Works complete on site to approved budget	Design & Construct Contract is underway. The Fisheries permit application has been submitted. Permit approval expected in early October. Site establishment and works commencement is currently being planned by the contractor.	On track	
5.1.2.14	Deliver Englishes Arm Bridge Renewal	Works complete on site to approved budget	Design & Construct Contract is underway. Temporary creek access has been constructed and demolition of existing bridge completed. Contractor has been communicating with residents regarding the works.	On track	
5.1.2.15	Deliver Upper Main Arm No.2 Causeway Renewal	Works complete on site to approved budget	Design on going and waiting confirmation on property acquisition	On track	
5.1.2.16	Tincogan Street Intersection Priorities	Works complete on site to approved budget	Design work is currently delayed until pedestrian, traffic and heavy vehicles have been investigated further. Outcomes will be reported to October Infrastructure Advisory Committee for direction. Once agreed design works will recommence.	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.2.17	Deliver Seven Mile Beach Road Traffic Control Works	Works complete on site to approved budget	Seven Mile Beach works are scheduled to be undertaken in conjunction with Broken Head Reserve Road improvement works. Works teams planning on establishing on site week commencing 10 October 2022.	Delayed	
5.1.2.18	Fixing Local Roads Renewals - Mullumbimby	Works complete on site to approved budget	On track to approved grant program and timelines.	On track	▶
5.1.2.19	Carlyle Street Renewal	Construction Works Package complete	Design and approvals completed. Works planned for early 2023 depending on availability of crews and weather	On track	▶
5.1.2.20	Deliver Broken Head Reserve Road Traffic Control Works - Stage 1	Works Complete on site and road open to traffic	Works are planned to re-commence after 10 October 2022 (after School Holidays).	On track	▶


5.1.3: Active transport – pedestrians and cycleways – Deliver the actions identified in the Pedestrian Access and Mobility Plan and in the Bike Plan

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.3.1	Deliver replacement of damaged footpaths Shire wide as per inspection report	Completion of program in accordance with inspection reports and within budget	Annual program has not yet commenced and is delivered in consideration of the timing of other operational and capital works programs throughout the year.	Not commenced	
5.1.3.2	Review and update 10 year Active Transport program	Plans and programs reviewed and ready for development of 2023/24 budget process	This action appears to be a double up of 5.3.1.4. Propose to remove this action item.	Needs attention	
5.1.3.3	Mullumbimby to Brunswick Heads On Road Cycleway	Preferred option adopted by Council and Planning and design commenced	Community consultation is underway regarding the preferred cycleway alignments. Consultation to be reported to Council for consideration. Consultation to inform further investigations and design activities.	On track	
5.1.3.4	Kolora Way Footpath and Bridge Upgrade	Construction Works Package complete	Updates quotation from consultant is over budget, however, has a number of unknowns that are impacting pricing. Proposing to proceed with SEARS development in order to better understand EIS requirements and allow more accurate quotation. Awaiting proposal from consultant before raising Purchase Order.	On track	


5.1.4: Multi-use rail corridor – Activate the rail corridor for multi-use that provides expanded active and shared transport options catering to visitors and residents

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.4.1	Investigate use of the rail corridor	Report investigation outcomes to Council	Council resolved at the 25 August meeting to receive reports on the northern and western sections of the rail corridor. These reports will examine a range of matters including the constraints to rail and adjacent rail trail.	On track	

5.1.5: Restore road network – Restore the affected parts of the road network that were impacted by the 2022 flood events

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.5.1	Flood Damage Repair program	Develop two year flood damage repair program and recommend new Operational Plan activities for each work area	Works commenced and ongoing on preparation and development of delivery program. Manager Infrastructure Recovery commenced role on 5 September 2022.	On track	

5.2: Connect the Shire through integrated transport services

5.2.1: Regional transport links – Lead, engage and partner to develop a sustainable regional transport network that supports local roads to deliver services to our community

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.1.1	Moving Byron	Moving Byron Adopted by Council	A meeting has taken place to discuss the States Integrated Transport Strategy Guidelines (6 September 2022). The information from this meeting will be reported back to the Moving Byron committee to discuss how the new guidelines can be merged with our existing document.	Delayed	

5.2.2: Public transport – Advocate for public transport services across Byron Shire that are convenient, regular, and easy to access

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.2.1	Advocate and apply for grants that improve accessibility to various transport options across the shire	Seek and apply for suitable grants funding opportunities	Grant applications continually monitored for opportunities and applications made where possible throughout the year.	On track	▶




5.2.3: Traffic management and reduced car dependence – Develop transport infrastructure and services that are accessible to all and meet a diverse range of needs and community expectations

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.3.1	Undertake accessibility upgrades to existing bus shelters across the Shire	Develop Detailed Works Program to bring all appropriate shelters up the standard	Program put on hold due to budget constraints	Delayed	
5.2.3.2	Centennial Circuit Permanent One Way	Works complete on site to approved budget	Concept layout has been developed by staff for permanent implementation of One-Way street. Detailed design is to be reported to Council via Local Traffic Committee. Estimated design completion during October 2022	On track	▶
5.2.3.3	Byron Bay Access and Movement modelling	Complete assessment and report to Council	Infrastructure Planning are considering TfNSW Integrated Transport Strategic Framework in relation to the Byron Bay Movement and Place Plan (BBMPP). This may put the project on hold until the completion of the Moving Byron Integrated Transport Plan has been endorsed by the Moving Byron Committee and TfNSW to ensure the BBMPP aligns with the Shires overall Transport Goals. A meeting with Transport for New South Wales has taken place (6 September 2022) regarding guidelines for Council Integrated Transport Planning.	Delayed	

5.2.4: Parking – Manage parking through effective controls that support Movement and Place Plans and are coordinated with other initiatives such as park and ride

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.4.1	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>Rosters are formulated to ensure patrols of streets and public places are maintained.</p> <p>September: 104 received (58 of these were completed during the month) 92 completed 71 remain outstanding</p> <p>2022/23: 258 received (104 of these were completed during the month) 266 completed</p>	On track	
5.2.4.2	Maintain Byron Bay Paid Parking System	Parking system maintained and operational throughout year	Paid Parking System is fully operational and ongoing. The recent Parking permit limit issue is still under investigation.	On track	
5.2.4.3	South Beach Road Car Park Upgrade	Construction Works Package complete	Detailed design to be progressed subject to Council priorities. Works to be staged to fit available construction budget. Further design development program later in the financial year.	On track	

5.3: Invest in renewable energy and emerging technologies

5.3.1: Future needs – Plan for the infrastructure needs of the current and future population

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.3.1.1	Review and update 10 year Flood and Drainage Renewal and Upgrade program	Plans and programs reviewed and ready for development of 2023/24 budget process	Balanced budgets currently being reviewed following 2022 flood disaster.	On track	▶
5.3.1.2	Review and update 10 year Stormwater Levy program	Plans and programs reviewed and ready for development of 2023/24 budget process	Budgets currently being reviewed following 2022 flood disaster.	On track	▶
5.3.1.3	Review and update 10 year Roads and Bridge Renewal and Upgrade program	Plans and programs reviewed and ready for development of 2023/24 budget process	Budgets currently being reviewed following 2022 flood disaster.	On track	▶
5.3.1.4	Review and update 10 year Active Transport Renewal and Upgrade program	Plans and programs reviewed and ready for development of 2023/24 budget process	The program is still under review.	On track	▶
5.3.1.5	Report regulatory traffic matters and items requiring comment through the Local Traffic Committee for recommendation to Council for approval	Local Traffic Committee meetings held	The next LTC meeting is for the 11 October 2022, there was a scheduled meeting for the 4 October 2022 however it was cancelled due to scheduling issues.	On track	▶

5.3.2: Electrification opportunities – Explore electrification opportunities as they arise

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.3.2.1	Monitor and maintain Council-owned electric vehicle charging stations	Charging stations maintained.	EV chargers have been repaired at the Byron Library and Council Car Park in Mullumbimby and are now working to full capacity.	On track	▶
5.3.2.2	Maintain Council's solar assets	Electrical and cleaning contracts maintained.	Draft RFQ underway for cleaning and maintenance of solar assets. Specific attention to WHS regarding electrical components is required as solar systems become more technically advanced and produce more power. Council staff are seeking information from qualified professionals regarding shut down process for differing models of PV systems to ensure processes are documented and specified before cleaning of each system is undertaken.	On track	▶
5.3.2.3	Investigate development of an Electric Vehicle transition plan for Council's vehicle fleet.	Report prepared	Discussions started with Rod Teale to gather data for evaluation for the strategy. Outline of plan starting to be developed.	On track	▶

5.3.3: Green energy – Invest in green energy initiatives



2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.3.3.1	Bio energy facility project development approval and grant application	Bioenergy facility project - Finalise reporting to enable Council decision to proceed with project	Report on delivery model has been developed for ET consideration and approval prior to Council for adoption	On track	▶

5.4: Provide accessible community facilities and open spaces

5.4.1: Community buildings – Ongoing maintenance and capital upgrades of community buildings with a focus on increasing accessibility







2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.1.1	Progress outstanding responses to applications and one-off applications to Minister for classification and categorisation of Crown Reserves	All actions required of Council completed	Awaiting responses from DPE-Crown Lands to Council's most recent applications. Nothing further required of Council at this time.	On track	
5.4.1.2	Deliver accessibility outcomes within Capital Works and infrastructure renewal programs	Inclusion of accessibility improvements within renewal projects	Accessibility is a core consideration within all Open Space & Facilities renewal projects. Accessible equipment to be installed within renewal of Byron Recreation Grounds play area, accessible amenities in design for Denning Park.	On track	

5.4.2: Parks and open spaces – Provide and maintain active and passive recreational community space that is accessible and inclusive for all

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.2.1	Implement Open Space maintenance and capital programs in accordance with the adopted budgets and Open Space Asset Management Plan.	Successful completion of adopted programs.	Open Space budgeted maintenance and capital works projects are being advanced to ensure provision and maintenance of active and passive recreational community space that is accessible and inclusive for all.	On track	►
5.4.2.2	Operate and Maintain Cemeteries across the Shire	Cemeteries functions provided as required.	Cemeteries operational and maintenance programs are successfully being rolled out across Byron, Bangalow, Clunes and Mullumbimby cemeteries.	On track	►
5.4.2.3	Undertake inspections of playgrounds and park infrastructure and prioritised maintenance and capital renewals to ensure safe use in accordance with the open Space adopted Asset Management Plan	Safe operation of parks and playgrounds, annual report presented to ET	Programmed inspections are completed across parks and playgrounds. Annual softfall renewal programs are scheduled. BAMP driven prioritized renewal programs are being rolled out.	On track	►
5.4.2.4	Complete Landscape Master planning for Heritage Park, Mullumbimby and seek funding opportunities for implementation	Adoption of POM and Landscape Masterplan	Draft Landscape Master Plan has been completed for initial review. Reporting to Council November seeking approval to place on public exhibition.	On track	►
5.4.2.5	Implement Asset Protection Zone & Fire Trail Management Program	Completion of budgeted activities	Due to access to some reserves and APZs being limited by wet conditions we have had teams on the ground carrying our manual fuel reductions works.	On track	►
5.4.2.6	Provide programmed maintenance and asset renewal programs to towns and villages streetscapes across the shire	Community satisfaction with presentation of streetscapes.	Programmed maintenance across Towns and villages is being successfully rolled out.	On track	►
5.4.2.7	Seek funding to undertake renewal and upgrade of park and playground facilities	Awarded grant funding.	All opportunities for grant funding to facilitate renewal and upgrade of park and playground facilities are being explored. Grant funded upgrade of Linda Vidler Park amenities is progressing through detail design.	On track	►

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.2.8	Maintain designated beach access pathways to allow for safe access.	Safe operation of beach accesses	Regular inspections are completed, and reactive maintenance carried out as required to ensure safe access for community. Planned works to restore access at Don Street IBAS have been completed.	On track	
5.4.2.9	Keep community and Crown Reserve users groups updated on Crown Land transition progress	All actions required of Council completed	No reserve-specific consultation this month	On track	
5.4.2.10	Progress Sandhills Reserve management transition under Crown Lands Management Act	All actions required of Council completed	Work continuing. All requests of Council for information have been actioned. Nothing further required of Council at this time	On track	
5.4.2.11	Progress Plans of Management for Crown Reserves	Provide 6 monthly progress report to ET	Resource limitations have delayed progression at this stage.	Not commenced	
5.4.2.12	Complete detailed designs and implement the Sandhills Wetland Project	Commence works in accordance with approvals	Detailed design nearing completion. EIS is nearing completion. Tenure yet to be secured. Full construction budget yet to be secured. Time variations have been awarded by the funding body. Project to be complete by December 2023. Public consultation awaiting design and tenure.	On track	
5.4.2.13	Construct Byron Bay skatepark	Construction completed	Construction is well underway with drainage and electrical services installed and foundations being poured. The project is within budget and projected to be complete within budget by March 2023. Lighting the facility requires an additional \$150,000 and will be treated as a separate project that will be delivered concurrently if possible to enable savings due to the efficiencies of including the scope in the construction process.	On track	








5.4.3: Public amenities – Provide safe and clean public amenities compliant to accessible standards

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.3.1	Maintain Council owned public amenities and associated contracts in accordance with budgeted levels of service.	Community satisfaction with presentation of amenities.	Contracted cleaning services, programmed inspections and required maintenance responses are being rolled out across Council owned Shire public amenities.	On track	▶
5.4.3.2	Complete capital renewal works to Poinciana Car Park toilets , Mullumbimby	Completion of renewal works	Pending decision on overall design of planned car park redevelopment.	Delayed	
5.4.3.3	Provide maintenance services to Crown Lands owned and managed public amenities.	Community satisfaction with presentation of amenities.	Contracted cleaning services, and programmed inspections are being rolled out as a service provider to Crown owned and managed public amenities.	On track	▶

5.4.4: Sporting facilities and swimming pools – Ensure ongoing maintenance and upgrade of inclusive sporting facilities and swimming pools





2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.4.1	Deliver management and operations of Cavanbah Centre and associated maintenance and Capital Works programs.	Community and user group satisfaction with Cavanbah services.	Addressed water ingress issue on northern side of building roof louvers as part of capital works. Successful grant application for 4 additional storage sheds for Cavanbah User groups. Submitted grant and funding applications for car park and outdoor sport court over lay and renewal.	On track	
5.4.4.2	Deliver adopted Sporting Infrastructure renewal programs Shire Wide	Completion of programed renewal works.	Seasonal Sportsfields changeover actions and turf renewal works are programmed.	On track	
5.4.4.3	Complete review of Plan of Management and associated Landscape Masterplan for Bangalow Sportsfields and seek funding opportunities for implementation	Adoption of POM and Landscape Masterplan	Initial stakeholder engagement completed and input is being evaluated.	On track	
5.4.4.4	Maintain each of the Council owned parks, reserves, and sports fields to agreed level of service	Community satisfaction with parks, reserves and sportsfields presentation.	Programmed maintenance is being rolled out across Sportsfields, parks and reserves with reference to developed Service Levels.	On track	
5.4.4.5	Progress planning of renewal / upgrades of Byron Bay Pool	Adoption of proposed upgrade plans for Byron Bay Pool and surrounds.	Byron Bay Pool upgrade plans are currently on hold pending resolution of Crown Land matters.	Delayed	
5.4.4.6	Work with sport and community groups to build relationships and help drive increased participation opportunities and event attraction	Facilitate 3-5 regional sporting events per annum.	Supported North Coast Academy of Sport to deliver Indigenous Talent Identification one day program for 60 indigenous youth from across the Northern Rivers. Hosted the Northern Rivers PSSA Athletics Carnival with 900 competitors.	On track	
5.4.4.7	Pursue funding opportunities to allow for implementation of adopted recommendations from Petria Thomas Swimming Pool Feasibility Study	Council awarded grant funding for works.	Council report to resolve aquatic masterplan for Shire pathway. Continue to research funding opportunities and aim to be in a position to apply when opportunity presents.	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.4.8	Manage contracts for operation of Byron Bay and Mullumbimby Swimming Pools	Successful operation of Council pools	Mullumbimby pool opening on 3 October 2022 after flood remediation works complete. Byron Bay Pool season opens on 19 September.	On track	▶
5.4.4.9	Manage Surf Life Saving Contract for patrolled areas	Provision of adopted surf patrol program.	Surf Life Saving contract in place until 2026 for all Byron Shire Beaches. Monthly and annual reporting ongoing.	On track	▶

5.4.5: Commercial facilities – Effectively manage Council owned commercial properties including holiday parks and Tyagarah airfield

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.5.1	Ongoing management of Suffolk Park Holiday Park operations contract and adopted maintenance and capital programs.	Successful operation of Council Holiday Parks	Contract Management in place and regular bi-monthly meetings undertaken. Adopted maintenance and capital works program outlined from assets audit spreadsheet and undertaken in consultation with onsite managers.	On track	
5.4.5.2	Ongoing management of First Sun Holiday Park operations contract and adopted maintenance and capital programs.	Successful operation of Council Holiday Parks	Contract Management in place and regular bi-monthly meetings undertaken. Adopted maintenance and capital works program outlined from assets audit spreadsheet and undertaken in consultation with onsite managers.	On track	
5.4.5.3	Ongoing management of Tyagarah airfield leases, contracts and adopted operations, maintenance and capital programs.	Successful operation of Tyagarah airstrip and associated commercail activities.	New leases completed and underway for airfield stakeholders, for longer tenure and security. Daily runway inspections undertaken, airfield maintenance and capital works ongoing.	On track	
5.4.5.4	Implement Approval to Operate licence conditions for First Sun and Suffolk Park Holiday Parks.	Compliance criteria resolved.	Approval To Operate on track for renewal of both parks by mid 2023. All abilities access a part of upgrades. Bi-monthly meetings ongoing with park managers.	On track	

5.5: Provide continuous and sustainable water and sewerage management

5.5.1: Water supply – Provide a continuous water supply that is maintained in accordance with NSW Health guidelines

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.1.1	Complete 80% of programmed maintenance for water and sewer assets`	Complete 80% of programmed maintenance for water and sewer assets	Long term average planned maintenance currently 80% in line with target.	On track	▶
5.5.1.2	Report forward works program and performance to Water and Sewer Advisory Committee	Quarterly reporting to Water and Sewer Advisory Committee	Works program implementation plan in development stage	On track	▶
5.5.1.3	Mullumbimby - Tuckeroo Ave Watermain Construction	Initiate Constuction Phase	Final design changes are being made, tender to be released later this month.	On track	▶
5.5.1.4	Byron Bay Carlyle Street Watermain Renewal - Tennyson to Massinger.	Initiate Constuction Phase	Awaiting budget adjustment prior to release of tender.	Delayed	
5.5.1.5	Byron Bay Bangalow Road water main upgrade	Initiate Constuction Phase	Awaiting budget adjustment prior to release of tender.	Delayed	
5.5.1.6	Byron Bay Fletcher Street Watermain Renewal - Bay to Lawson.	Initiate Constuction Phase	Awaiting budget adjustment prior to release of tender.	Delayed	
5.5.1.7	Mullumbimby - Former Hospital Site Water Main Relocation	Initiate Constuction Phase	Final design changes are being made, tender to be released later this month.	On track	▶
5.5.1.8	Mullumbimby WTP - Asset Management	Identified WTP Renewals Complete	Successfully met water supply targets in accordance with NSW Health guidelines for September 2022	On track	▶
5.5.1.9	Mullumbimby - Emergency Water Supply Detailed Design	Complete Design for alignment through Mullumbimby	Detailed design in progress	On track	▶
5.5.1.10	Byron Bay - Paterson St Reservoir Design	Complete Design for Renewal	Renewal of Reservoir in pre-design phase including discussion around Native Title on Crown Land component.	On track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.1.11	Reservoir Roof Replacements at Yamble, Wategos; Coopers Shoot	Initiate Constuction Phase	Yamble reservoir roof is awaiting steel for completion. Wategos reservoir to commence shortly.	On track	►
5.5.1.12	Byron Bay - Ewingsdale Rd Watermain Design	Complete Design for Renewal	Consultant working through planning pathway including potential Native Title issues.	On track	►
5.5.1.13	Hydraulic Modelling Software review / Development	Complete review of available software packages to replace existing unsupported software	Scoping brief being refined.	On track	►
5.5.1.14	Asset Management Plans / Asset Management System	Review AMPs and implement improvements for current system	Digital Asset management Plan at 95% progress.	On track	►
5.5.1.15	Development Servicing Plan	Initiate project to draft new Plan	Hydraulic modelling in progress including data collection for other DSP elements	On track	►
5.5.1.16	DWMP Improvements	Initiate projects to implement identified improvements	DWMP Improvements identified and in progress	On track	►

5.5.2: Wastewater management – Manage effluent in an ecologically sustainable way that ensures public health and protects and enhances the natural environment









2022/23 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.2.1	Shire wide sewer pump stations renewals identified in Capital Works Plan	Complete renewals	Program is progressing and on track for the year.	On track	►
5.5.2.2	Report forward works program and performance to Water and Sewer Advisory Committee	Quarterly reporting to Water and Sewer Advisory Committee	Works program and delivery implementation plan currently in development stage	On track	►
5.5.2.3	Monitor and compile annual licence returns	Complete annual report and submitted on time	Monitoring and report compilation in progress	On track	►
5.5.2.4	Shire Wide STP - Asset Management/Renewals	Identified STP Renewals Complete	Successfully met wastewater targets in accordance with NSW EPA licenses for September 2022	On track	►
5.5.2.5	Byron Bay - Section 60 Reuse Water System Upgrade	Initiate construction phase	Concept design by consultant in progress	On track	►
5.5.2.6	Mullumbimby Inflow/Infiltration Reduction	In accordance with approved project plan	CCTV scope will be released this month. Pipe patching is underway.	On track	►
5.5.2.7	Ocean Shores - H2S Odour Control / Investigation	Develop scope of works and Initiate investigation	Scoping brief and monitoring plan being refined	On track	►
5.5.2.8	Inflow/Infiltration Reduction other systems except Mullum	In accordance with approved project plan	Scope is nearing completion and planned for release in October.	On track	►
5.5.2.9	Manhole Reinstatement Assessment Report	Identify priority sites that require treatment	Awaiting availability of consultant to prepare scope of works.	Not commenced	—
5.5.2.10	Energy Efficiency Improvements	Identify priority sites that require treatment	Undertaking assessment of all SPS within Mullumbimby as well as blower efficiency at BBSTP.	On track	►

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.2.11	Ocean Shores transfer to BVSTP - STP Process Elements and transfer pipeline	Complete preliminary design and scope of works	Environmental assessments currently being undertaken for a pipeline route. Prelim design currently being undertaken and in the staged review phase.	On track	▶
5.5.2.12	Review Recycled Water Management Strategy	Develop Capital Works plan in line with recycled water strategy	Draft reports in progress	On track	▶
5.5.2.13	Review Strategic Business Plan / IWCM Strategy	Initiate project to draft new Plan/Strategy	Consultant progressing through information request phase.	On track	▶

5.5.3: Storm-water – Provide stormwater infrastructure to manage flood mitigation and improve social and environmental outcomes

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.3.1	Report forward works program and performance to Infrastructure Advisory Committee	Quarterly reporting to Infrastructure Advisory Committee	Works program implementation plan currently being developed	On track	
5.5.3.2	Street Sweeping Program Review	Current and proposed updated Street Sweeping program reported to Infrastructure Advisory Committee for comment and implemented into Reflect	Project delayed due to resource availability. To be recommenced in October 2022.	Delayed	
5.5.3.3	SGB Street Drainage Upgrade - Royal Ave & Gloria (west)	Construction Works Package complete	Design is scheduled for early 2023 when resources will become available.	Not commenced	
5.5.3.4	ICOLL Entrance Opening operations	Tallow and Belongil mouth managed in accordance with approvals throughout the year	Belongil Creek was opened in September 2022 as per Council procedures.	Not commenced	
5.5.3.5	Annual Stormwater Capital Maintenance Renewal Works Program	Works complete on site to approved budget	Annual program has commenced and is delivered in consideration of the timing of other operational and capital works programs throughout the year.	On track	
5.5.3.6	44 Kingsley Lane - Kerb and Gutter to prevent property flooding at a number of properties	Works complete on site to approved budget	Works ongoing and planned to be completed by end of October pending wet weather	On track	
5.5.3.7	18 Old Bangalow Road - Pipe to reserve	Works complete on site to approved budget	Construction anticipated to be completed by end of 2022 subject to Council priorities and wet weather.	Not commenced	
5.5.3.8	South Golden Beach Street Drainage Upgrade - Gloria Street East	Construction Works Package complete	Design has started with detail survey and concept design	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.3.9	Pacific Esplanade Street Drainage	Works complete on site to approved budget	Stage 2 works funded in 22/23. Works are construction ready and construction is programmed for mid October weather pending and availability of crews. Flood recovery works in the shire have disturbed all planned works	On track	
5.5.3.10	Studal Lane Drainage Upgrade	Construction Works Package complete	Design is programmed for early 2023 when design resources will become available	Not commenced	
5.5.3.11	Urban Laneway Master Planning	Laneway Master Plan Program Reported to Infrastructure Advisory Committee	This project will be linked to the Byron Shire Overland Flow Path Study and delivered in parallel. Council awaiting outcome of the \$250 000 Department of Planning and Environment grant submitted March 2022	On track	



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