

Byron Shire Council



Delivery Program **Six-Monthly Report** & Operational Plan **Quarterly Report** Q4

Acknowledgement of Country

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

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

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



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This document

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

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

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

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

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

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

Community Objective 1:

We have infrastructure, transport and services which meet our expectations

Community Objective 2:

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

Community Objective 3:

We protect and enhance our natural environment

Community Objective 4:

We manage growth and change responsibly

Community Objective 5:

We have community led decision making which is open and inclusive

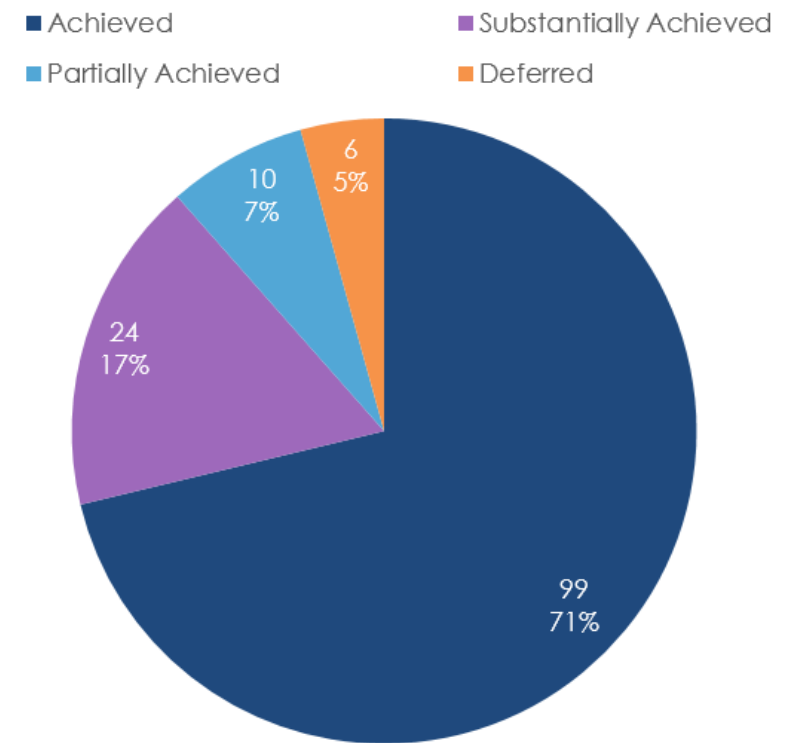
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Community Objective 1: We have infrastructure, transport, and services which meet our expectations

- 1.1 Provide a road network which is safe, accessible, and maintained to an acceptable level of service
- 1.2 Provide essential services and reliable infrastructure which meet an acceptable community standard
- 1.3 Support, through partnership, a network of integrated sustainable transport options
- 1.4 Provide a regular and acceptable waste and recycling service
- 1.5 Provide continuous urban water and sewerage services within the Shire
- 1.6 Manage traffic and parking in an efficient manner



Community Objective 1: Infrastructure

We have infrastructure, transport and services which meet our expectations

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



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

Outcome	<p>Road and drainage maintenance was delivered in line with approved budgets. The maintenance scope has been broadened significantly with the addition of shire wide programs of heavy patching, reseal and AC overlay from both internal budgets and ECG funding. This has allowed a greater focus on pavement rehabilitation on roads that would not normally see capital works expenditure. The scope of the heavy patching, AC overlay and reseal has been supplemented with the use of in situ stabilisation to provide real pavement improvement in strength, durability, and shape on maintenance budgets.</p> <p>The maintenance team has delivered over 16km of reseal and heavy patching and 8km of asphalt overlay and heavy patching.</p> <p>In addition to this planned and proactive maintenance, council has employed a second jet patcher machine intermittently to assist with pothole repair, particularly when recovering from rain events.</p> <p>The general maintenance of rural road and drainage has been impacted by two declared weather events which has resulted in over \$2.5m of additional funds being spent on roads with a large amount on rural drainage and road grading.</p>
Highlights	<p>Binna Burra Road reseal program completed</p> <p>South Arm Bridge and walkway upgrade completed in Brunswick Heads</p> <p>Byron Creek Bridge in Talofa completed</p>

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.1.1.1	Implement annual rural drainage planned maintenance works	Completion of works / budget expended	Full program of works achieved - planned, unplanned and flood recovery from two events. Rural drainage works now programmed to coincide with other planned road maintenance works such as grading, mowing, and slashing, reseals and AC overlay works.	Achieved	✓
1.1.1.2	Implement ongoing road planned maintenance works	Completion of works / budget expended	Annual road maintenance budget expended and program significantly broadened by two flood events and disaster recovery funding. An additional \$2.5M over and above the standard budgets was spent on road maintenance due to the two disaster events. The most impacted activities were gravel road grading and rural drainage maintenance. This increase in workload was delivered using internal maintenance and capital works staff as well as contractors.	Achieved	✓
1.1.1.3	Deliver heavy patching program	Completion of program	Work program was expanded significantly with the addition of ECG funding. This financial year the heavy patching program was closely related to the AC overlay program and reseal program. The heavy patching was also broadened to incorporate stabilization on roads which were too badly misshapen for traditional patching. This work including reseal has been achieved for around \$150k/km. Binna Burra Road, Booyong Road, Pearce Road and Coopershoot Road have been complete this financial year with this method, a total over 11km. A list of traditional patches complete can be seen at E2021/88525 on the Heavy Patching Tab.	Achieved	✓
1.1.1.4	Deliver gravel resheeting program	Completion of program	Waltons Rd, Blindmouth and St Helena Road complete on this budget. The remaining Gravel Resheeting works were funded by the two disaster recovery claims.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.1.1.5	Deliver Road Reseal Program	Completion of program	16.2km of bitumen reseal was complete this financial year. This program was executed in conjunction with heavy patching in both asphalt and through stabilization to ensure that pavements that were resealed were repaired to a condition smooth enough for the new seal to be effective. The full list of completed reseals is at E2021/88525 on the reseal tab.	Achieved	✓
1.1.1.6	Deliver Bridge Works Program	Completion of program	All programmed works complete including South Arm Bridge and walkway upgrade, Brunswick Heads and Byron Creek Bridge, Talofa.	Achieved	✓
1.1.1.7	Deliver Causeway Works Program	Completion of program	Programed Works Complete: Main Arm #7 Causeway Main Arm #12 Causeway Main Arm #14 Causeway.	Achieved	✓
1.1.1.9	Deliver Major Patching Program	Completion of program	Work program was expanded significantly with the addition of ECG funding. This financial year the heavy patching program was closely related to the AC overlay program and reseal program. The heavy patching was also broadened to incorporate stabilization on roads which were too badly misshapen for traditional patching. This work including reseal has been achieved for around \$150k/km. Binna Burra Road, Booyong Road, Pearce Road and Coopershoot Road have been complete this financial year with this method, a total over 11km. A list of traditional patches complete can be seen at E2021/88525 on the Heavy Patching Tab.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.1.1.10	Deliver Pavement Asphalt Overlay Program	Completion of program	Over 8.7km of AC overlay complete this financial year incorporating heavy patching of failed areas and new wearing course. All works complete can be seen in the following document E2021/88525 under the AC tab.	Achieved	
1.1.1.12	Commence development of internal maintenance plans for Council's drainage network within Council's maintenance management software Reflect (Council resolution 20-500).	Commencement of maintenance planning	Plans and system well developed, output measure complete. Maintenance and inspection software systems will soon be operational for rollout first quarter 21/22 to Stormwater Maintenance Team.	Achieved	

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

Outcome	<p>The maintenance team continues to develop work programs with the assistance of Predictor Modelling from the Assets Team. This modelling incorporates road condition and road hierarchy position to determine the level of service achievable for the maintenance staff. This approach forms the foundation of the maintenance programs but are constantly and consistently updated, altered, and managed with respect to other influencing factors such as local weather conditions, community feedback, inspections and impacts from the wider programs.</p> <p>Council is using Reflect software to manage both planned and unplanned maintenance and also Recover software to manage disaster recovery.</p> <p>During this financial year most roads level of service was increased due to the injection of state funding due to the two declared disasters. This increased spend on road maintenance and drainage totaled approximately \$2.5mil.</p>
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.1.2.1	Undertake bridge inspection program to identify and prioritise scheduled maintenance and renewal of bridge components or bridges	Completion of program	The bridge inspection program has been completed and is an important requirement in the management of these key transport assets	Achieved	✓
1.1.2.2	Refine risk based methodologies and predictive modelling to strategically prioritise maintenance and renewal of infrastructure.	Maintain up to date asset models	The predictive modelling has been updated and will provide key information in the ongoing optimisation of road renewal investment. This will further inform the Long Term Financial Plan.	Achieved	✓
1.1.2.3	Undertake urban roadside tree maintenance for dead, dying, and dangerous trees	Program within budget and identified dangerous trees treated	Customer requests for tree maintenance assessments are being received with staff addressing all issues of legitimate safety concerns.	Achieved	✓

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







Outcome	<p>Road asset renewals and upgrades have been prioritised in line with CSP values based on our Transport Asset Management plan, condition assessments, value for money engineering, safety, road hierarchy, and traffic volumes. Grants have been targeted based on these parameters and significant funding has been received. This has enabled projects in the 10 year program to be brought forward. Projects brought forward are some of our worst condition / high use roads such as:</p> <p>Ewingsdale Road asphalt overlay. Bangalow Road renewal. Byron Creek bridge renewal. The Pocket Road stage 1. Binna Burra Road renewal and Coopers Shoot Road renewal</p>
Highlights	<p>Middleton Street Road Reconstruction works completed Byron Creek Bridge replacement construction works completed Repentance Creek Road Causeway replacement with a new bridge was completed in November 2020</p>



2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.1.3.1	Deliver Road Side Barrier Renewal Program Shire Wide	Completion of program	<p>Guardrail and Wire Rope repairs were made on the following roads:</p> <p>Billinudgel Bridge - The Pocket Rd Middle Pocket Rd, Myocum Montecollum Rd Moffats Rd Tyagarah Rd Mullumbimby Rd Coorabell Rd Ewingsdale Rd</p>	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.1.3.2	Deliver access ramp and footpath upgrades and renewals shire wide	Access ramps and footpaths upgraded, in conjunction with planned capital projects or footpath renewal program, to leverage these works and improve DIAP access for community.	Various access ramps and footpath upgrades complete to improve DIAP access for the community including Brooke Drive Lighthouse Road crossing and works associated with shared path upgrades	Achieved	✓
1.1.3.3	Deliver Kerb and Gutter renewal program Shire Wide	Completion of program	Replacement or kerb and gutter: 2 Sallywattle Drive Suffolk Park - 15m kerb & gutter 10 Short St Brunswick Heads - 2m kerb 14 Short St Brunswick Heads - 10m kerb 34 Booyun St Brunswick Heads - 10m kerb 36A Booyun St Brunswick Heads - 15m kerb 42 Booyun St Brunswick Heads - 15m kerb 22 Booyun St Brunswick Heads - 10m kerb	Achieved	✓
1.1.3.4	Replacement of damaged footpaths	Replacement of footpaths in accordance with inspection reports	Full list of completed footpath repairs located at E2021/88525.	Achieved	✓
1.1.3.5	Deliver Retaining Wall renewal Program Shire Wide	Completion of program	Works complete in the following locations: 11 Bangalow Rd 67 Bangalow Rd 99 Bangalow Rd	Achieved	✓
1.1.3.7	Deliver Middleton Street Road Reconstruction	Works Complete on site and road open to traffic	Middleton Street: Works were completed early in the financial year by way of an asphalt pavement overlay and minor line marking and parking improvements.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.1.3.8	Deliver Renewal of Byron Creek Bridge	Bridge replacement complete and open to traffic	Deliver Renewal of Byron Creek Bridge: Works complete. Project was completed on time and on budget. The final design resulted in a 45m span bridge with 3.5m lanes and 1.5m shoulders which allow for future provision of a shared path on the bridge.	Achieved	✓
1.1.3.9	Deliver road reconstruction work on the Pocket Road Stage 2	Project construction approval package complete	Project Approval Package complete and ready for sign off. Package to be supplemented with additional geo / construction technical advice requested by the Works construction team prior to commencing construction.	Achieved	✓
1.1.3.10	Deliver Causeway Renewal Program - subject to causeway inspections	Works complete on site and open to traffic	Deliver Causeway Works Program: Programmed works completed on time and under budget. Completed projects included Main Arm #7 Causeway, Main Arm #12 Causeway, and Main Arm #14 Causeway	Achieved	✓
1.1.3.11	Deliver Myocum Road Renewal - Stage 1	Works complete on site and open to traffic	Stage 1 & 2 works have been rolled into one project to achieve construction efficiencies. Project Approval Package is complete and planned for sign off in July prior to construction to commencing, weather dependent.	Partially Achieved	□
1.1.3.12	Design Myocum Road Renewal - Stage 2	Construction Works Package complete	Stage 1 & 2 works have been rolled into one project to achieve construction efficiencies. Project Approval Package is complete and planned for sign off first week of July. Construction to commence in July, weather dependent.	Achieved	✓
1.1.3.13	Deliver Coolamon Scenic Drive 16.5km section - Reconstruction - Coorabell	Works complete on site and open to traffic	Staged delivery of Coolamon Scenic Drive safety improvement works are on target for delivery in accordance with grant program and timeline variations.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.1.3.14	Deliver Bangalow Road 8.02km section - Road Safety Project - Byron Bay	Works Complete on site and road open to traffic	Final seal, line marking, and guard rail end terminals programmed for first quarter of new financial year. Product and sub-contractor availability has delayed these portions of the works.	Substantially Achieved	
1.1.3.15	Design Fern Street Reconstruction	Construction Works Package complete	Preliminary designs and works package complete and ready for consultation.	Substantially Achieved	
1.1.3.16	Deliver Bangalow Road Renewal - Talofa	Works complete on site and open to traffic	Deliver Bangalow Road Renewal - Talofa: Works complete. The project was a significant achievement for the internal Works team and a showcase of their skills with a very high-quality finish. The road is now much wider, smoother, and safer for all road users	Achieved	
1.1.3.17	Design Stuart Street Renewal	Construction Works Package complete	Construction Works Package and on ground works for stage 1 complete.	Achieved	
1.1.3.18	Design Tincogan Street - Intersection Priority Change	Construction Works Package complete	Construction Works Package is complete. Awaiting final approval for street lighting installation prior to sign off and construction commencement. Construction to be complete in first quarter of financial year.	Achieved	
1.1.3.20	Design Carlyle Street Renewal	Construction Works Package complete	Preliminary design is complete and planned for consultation. Project priority was revised to meet unexpected funding deadlines for funding recently received for shared paths on Tennyson St. Carlyle Street works funding deadlines will still be met.	Substantially Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.1.3.21	Design Main Arm Road Renewal	Construction Works Package complete	The flood immunity investigation is highly important to this project and have delayed the output measure being fully met. Preliminary designs are substantially complete, however, road levels for the flooded section are not yet confirmed. A level of consultation also needs to occur. Funding deadlines will still be met.	Substantially Achieved	
1.1.3.23	Deliver South Arm Car Park Upgrade - Stage 1	Stage 1 works complete in accordance with ECG program	Construction of stage 1 is now programmed for mid-2023 to allow works to follow Surf Club replacement. Grant deadlines have been varied to suit this revised delivery timeline. Concept designs are complete and will be developed into consultation drawings in 2021/22.	Deferred	

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

Outcome	<p>The focus of new works program has been on new safety works, such as road widening, new safety barrier installation, new line marking and signage. Significant grant funding has been won under various grant programs to plan for new safety and other new infrastructure works in the coming financial years such as:</p> <p>Myocum Road program</p> <p>Mullumbimby streets program (Stuart, Fern, Station and Burringbar Streets)</p> <p>The Ocean Shores Asphalt overlay program</p> <p>Other important new works programs developed include:</p> <p>the mobility parking spaces upgrade program</p> <p>access improvement program for kerb ramps</p> <p>Renewal of damaged safety barriers shire wide</p>
Highlights	New Bus stop accessibility and safety upgrade program



2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.1.4.1	Seek and apply for grants that deliver new or upgraded road network works	Ongoing - suitable grants applied for throughout year	This year Council has continued to apply for a number of grants for the road network from programs including Fixing Local Roads, Fixing Country Roads, Safer Roads Program, Bridges Renewal Program, Fixing Country Bridges and Active Transport. Council continues to have a high success rate with these applications, adding approximately \$7M in funding to future works programs in the 20/21 financial year.	Achieved	✓

1.1.5: Deliver road network new works program

Outcome	<p>This year there has been a very significant achievement in delivering new works programs including:</p> <ul style="list-style-type: none">Byron Bay BypassBangalow Road new Safety worksCoolamon Scenic Drive new safety worksReplacing 3 causeways in Main Arm with new bridgesReplacing a Causeway on Repentance Creek Road with a new bridge
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2020/21 Operational Plan Activities







OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.1.5.1	Complete construction of the Byron Bay Bypass	Open the Bypass	Completed and opened on 27 February. Community feedback and traffic counts indicate the Bypass has improved traffic movement and reduced travel times.	Achieved	
1.1.5.2	Complete Suffolk Park Cycle Way - Bangalow Road	Onsite works complete	Project scope 98% complete. Final cycle lane painting continues to delay 100% completion.	Substantially Achieved	

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

Outcome	Council continues to deliver flooding and stormwater capital works projects and maintenance programs across the shire to manage flood risk including but not limited to drain clearing, stormwater drainage system upgrades, flood gauge and flood pump maintenance annually. Council has recently finalised and adopted the North Byron Flood Risk Management Study and Plan which sets out priority works across infrastructure land use planning and flood warning projects across the northern area of the shire for which Council are now well advanced in. Council is well advanced now in flood warning across the shire in addition to having submitted numerous state grant funding applications to further enhance and implement flood and drainage infrastructure to manage flood risk across the shire
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.1.6.1	Review 10 year stormwater levy program	Program reviewed and updated	Stormwater capital works plan including levy and renewal programs reviewed and updated to inform works programs and budgets annually.	Achieved	✓
1.1.6.2	Deliver 44 Kingsley Lane - Kerb and Gutter to prevent property flooding at a number of properties	Construction package ready.	Project construction ready, however, construction has been removed from 2020/21 program and into 2021/22 program at quarterly review. Operational Plan amendment required to show output measure as 'construction package ready'. Construction programmed in 2021/22.	Achieved	✓
1.1.6.3	Deliver Annual Urban Drainage Maintenance works	Complete 70% of programmed maintenance for urban drainage	Urban drainage maintenance programs continue to be delivered however unplanned management of Belongil Opening. Planning, monitoring, and execution works place considerable pressure on resources and are time intensive.	Achieved	✓
1.1.6.4	Design Alcorn Street Drainage Augmentation	Survey work completed.	Survey works completed for design 21/22	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.1.6.5	Deliver South Golden Beach Street Drainage Upgrade - Pacific Esplanade	Works Complete on site and road open to traffic	Stage 1 drainage works complete May 2021. Stage 2 works programmed for first quarter of 2021/22. The road is open to traffic.	Substantially Achieved	
1.1.6.6	Design South Golden Beach Street Drainage Upgrade - Clifford Street	Construction Works Package complete	Design nearing completion and Project Approval Package being finalised. Construction works package will be complete first quarter 21/22.	Substantially Achieved	
1.1.6.7	Design works for drainage upgrades to 18 Old Bangalow Road - pipe open drain to reserve	Construction Works Package complete	Works are construction ready. Illegal works in Council's drainage easement have delayed the commencement of construction. Compliance teams are currently resolving the illegal works prior to works being able to commence.	Achieved	
1.1.6.9	Complete Water Sensitive Urban Design Strategy Actions	Agreed actions complete	Key agreed strategic actions completed, including a Draft DCP chapter, a Draft WSUD design guidance book, draft deemed to comply design examples, a draft pilot WSUD asset audit and maintenance program. Further strategic actions including finalisation and adoption of documents and staff training is planned for 2021/22.	Achieved	
1.1.6.10	Deliver I&I Stormwater Renewal - Mullumbimby	Works Complete on site and road open to traffic	The results of the preconstruction drainage study for Stuart / Fern / Station Streets indicate that significant drainage renewal is required. Further reporting and Council direction is required prior to proceeding with proposed works. Report has been developed and ready for next available meeting of new Council.	Partially Achieved	
1.1.6.11	Complete Annual Stormwater Network Camera Inspection Program as per program	All inspection complete and asset conditions uploaded to predictor software	Work under this action is being prioritised and incorporated into the ongoing rolling I & I inspection works	Partially Achieved	

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

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

Outcome	<p>Road and drainage maintenance works programs have been delivered as scheduled and to approved budgets and coordinated with resealing, asphalt overlay and other capital works programs throughout the year.</p> <p>These works include</p> <p>Footpath and cycleways, Kerb and Gutter, Mobility space and Kerb Ramps, Roadside Barrier and Retaining Wall.</p> <p>This full program of planned maintenance has been delivered alongside reactive works based on immediate community feedback and inspections.</p>
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.2.1.1	Building assets managed to support the provision of services to the community.	Building asset management actions are identified, documented, monitored and reported to community in line with Strategic Asset Management Plan.	Program complete for 2021. Large expenditure on unplanned maintenance. Public toilets and plumbing for community buildings were high cost areas. COVID 19 health & safety measures increased costs to all facilities including public toilets, halls, and operations buildings. Cleaning schedules were increased and hand sanitisers, dispensers and signage installed.	Achieved	✓
1.2.1.2	Complete 80% of programmed maintenance for water and sewer assets	Complete 80% of programmed maintenance for water and sewer assets	Compliance with planned maintenance activities for water and sewer assets increased steadily over the reporting year. July 2020 saw only 54% of planned activities completed with improvement through planning and resourcing delivering a compliance level of planned maintenance activities at 94% for June 2021.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.2.1.3	Implement planned maintenance program for resource and recovery operational assets	Program within budget	<p>Cleaning and maintenance of 156 general waste, 122 recycling and 3 organics bin enclosures. Cleaning of additional 138 public place bins on stands. Public place bins serviced as per high season (2024 lifts per week) and low season (1629 lifts per week) schedules plus additional afternoon servicing during peak holiday period.</p> <p>130 x Enviropole cigarette butt recycling bins - serviced monthly and butts retrieved for recycling. New Contract established for ongoing servicing and maintenance.</p> <p>35 x Dog Poo Bag dispensers throughout the Shire on servicing Contract. Approximately 800,000 dog poo bags distributed over the past year. New contract established for refill and maintenance of bag dispensers.</p>	Achieved	✓

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

Outcome	Investment of special rate variation funds and government grants has been optimized in the asset renewal and upgrade program which has progressively improved the condition of the road network.
Highlights	Council completed detailed laser assessment of the condition of all sealed roads which provided crucial data for a predictive computer model used to inform the capital renewal and upgrade program

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.2.2.1	Develop and amend Open Space Programs in accordance with the adopted Open Space Asset Management Plan	Programs amended in line with AMP and adopted budget	Essential refurbishment and renewals works to built assets were completed including to Federal Park furniture and playground, Waterlily Park playground and tennis courts, Clarkes Beach parkland furniture, South Golden Beach Skate Park and playground, Byron Recreation Grounds Cenotaph, Parrot Tree Park shade structure, Tuckeroo Park playground and tennis courts, Bangalow Sports fields skate park, playgrounds and grandstands, Apex Park Byron playground and BBQ, Bangalow Pool Park playground and shelter, Suffolk Park sport fields equipment, shelters, and playground, Mia Court Park basketball, tennis and playground, Mullumbimby Rec Grounds skate park, Tom Kendall Park Shelter, BBQ and playground. Streetscape furniture refurbishment works were completed in Byron, Bangalow and Mullumbimby.	Achieved	✓

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

Outcome	Works programs are continuously monitored and modified when required to incorporate new opportunities when they arise from Grants or other initiatives such as the \$3.2mil Ocean Shores Roads network rehabilitation program to improve the condition of our road network in line with the community Solutions Panel expectations.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.2.3.1	Amend the Recreational Needs Assessment 10 year program to 2031	Completed in line with the 21/22 budget development program	Recreational Needs Assessment recommended actions10 year program to 2031 have been considered in the development of the draft capital works budget.	Achieved	✓

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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.2.4.1	Pursue funding opportunities in partnership with Reflections Holiday Parks for the delivery of accessible infrastructure at Torakina Beach (as adopted from the beach accessibility program)	Funded Projects delivered	Successful agreement between Open Space and Reflections saw installation of a new accessible pathway servicing Torakina Beach, Brunswick Heads.	Achieved	✓
1.2.4.2	Deliver accessibility outcomes within Capital works and infrastructure renewal programs	Adopted Program	New accessible toilet installed at Gaggin Park, with associated accessible pathway and disabled parking planned for the 2021/22 Operational Plan. New accessible BBQ installed at Tom Kendal Park New Brighton. Fully accessible toilet installed at Federal Parklands.	Achieved	✓
1.2.4.3	Deliver Stage 2 of a Public Open Space Accessibility Program	Funded elements delivered	Available budget was utilised to renew and upgrade facilities in Tom Kendall Park, New Brighton. A new shelter with accessible BBQ and Picnic table was installed, along with a linking path through to Park Street.	Achieved	✓
1.2.4.4	Finalise detailed design for the Byron Skate Park and Recreation Hub	Detailed design complete		Achieved	✓
1.2.4.5	Finalise planning approvals for Byron Skate Park and Recreation Hub	Project fully approved and ready for construction	Planning approvals are identified and mapped but dependent on land tenure. Discussions with Crown Land regarding tenure are unresolved and ongoing.	Partially Achieved	□

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.2.4.6	Maintain beach entry points to agreed levels of service	Maintained in accordance with AMP within adopted budget	Beach Access inspections and reactive maintenance works carried out across the Shire on a regular basis. Erosion impacting access tracks on Clarkes and Main Beach required monitoring daily, with actions being taken to ensure safe public access.	Achieved	

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

Outcome	The 2021 community building maintenance program was completed, with significant expenditure on unplanned maintenance. COVID 19 health and safety measures, including cleaning, increased costs to all facilities, including public toilets and halls. The Brunswick Heads Memorial Hall upgrade was also completed.
Highlights	The upgrade to the Brunswick Memorial Hall was completed in June 2021 with good results. New layouts for the existing toilet areas and a new compliant accessible toilet space were achieved as well as the installation of a stage lift which enables wheelchair access to the stage area. This facility is the first council building to have wheelchair access to a stage area and was well received by the local all abilities drama group.

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.2.5.1	Review the delivery of the Buildings AMP improvement plan	Report on the outcomes of the Buildings AMP improvement plan	Council has implemented requirements of the Buildings Asset Management Plan	Achieved	✓
1.2.5.2	Implement successful building grants eg stronger country communities program	Complete grant approved projects	The Ocean Shores community centre upgrade has been completed. The Mullumbimby War Widows Cottage has been delayed due to unexpected conditions on the site and completion is now expected in August 2021, which is still in accordance with grant timeframes.	Achieved	✓
1.2.5.3	Complete the upgrade of the Ocean Shores community Centre	Significant progress toward completion in the 2021/22 FY for the Ocean Shore Community Centre project	The upgrade of the Ocean Shores Community Centre has provided a welcomed improvement to this valued asset	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.2.5.4	Progress planning of renewal / upgrades of Byron Bay Pool	Plan for renewal / upgrades developed and reported to Council	Project planning is advancing well with draft RFQ having been prepared seeking concept designs for redevelopment of the Byron Pool site.	Partially Achieved	<input type="checkbox"/>
1.2.5.5	Manage Surf Life Saving Contract for patrolled areas	Service program delivered	Current Lifeguard Services contract managed throughout the year, with new Tender for Lifeguard Services advertised in June.	Achieved	✓
1.2.5.6	Upgrades at the Brunswick Heads Memorial Hall including; toilets, widening the stage, and accessibility improvements	Upgrade works completed	The upgrade to the Brunswick Memorial Hall was completed in June 2021 with good results. New layouts for both Female and Male toilets and a new compliant accessible toilet space were achieved as well as the installation of a stage lift which will enable wheelchair access to the stage area. This facility is the first council building to have wheelchair access to a stage area and was well received by the Bright Lights Drama Disability Group.	Achieved	✓
1.2.5.7	Conduct a feasibility study into converting the Petria Thomas Swimming Pool in Mullumbimby into a year round, solar heated facility, including a disability access ramp to the existing 50 metre pool, a splash children's pool, and a rehabilitation / hydrotherapy pool, and consider various water treatment options.	Feasibility study completed	Mullumbimby Petria Thomas Swimming Pool Feasibility Study RFQ has been advertised and is being finalised to allow engagement of consultant for the next stage of this project.	Partially Achieved	<input type="checkbox"/>



1.2.6: Optimise Councils property portfolio (SP)

Outcome	In addition to the progression of initiatives at Lot 12 Bayshore Drive Byron Bay through a EOI process, Council now owns the old Mullumbimby and Byron Bay Hospital sites.
Highlights	Council has resolved (21-188) to implement a master plan for Lot 12 Bayshore Drive Byron Bay and moved to provide a long term lease site on the property to TAFE NSW.

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.2.6.1	Progress Lot 12 Bayshore Drive Byron Bay future use	Implement council resolutions on the preferred future use	TAFE DA lodged and the strategic direction for the site, including a three lot subdivision, has been endorsed by Council via resolution.	Achieved	✓
1.2.6.2	Undertake detailed road assessment and revaluation for the purposes of closure and potential land sale as required.	Ongoing actions complete throughout year as required	Council has undertaken 13 part road closures, consolidations, dedications of land as road and land swap agreements. 6 are still ongoing and 7 have been completed. These have included the land acquisition and land matters for the bypass, road widening for Council road infrastructure and private land matters. Ongoing actions throughout year in response to inquiries to close and purchase. All current actions are progressing well within expected time frames.	Achieved	✓
1.2.6.3	Purchase of land access for Lot 4 Mullumbimby	Complete the purchase	TfNSW have agreed to consider a boundary adjustment to resolve this matter and it is anticipated the land purchase could occur next financial year	Substantially Achieved	■

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.2.6.4	Progress infrastructure planning for the Ewingsdale Road corridor	Complete assessments	Assessments were completed and submitted to Infrastructure Australia as required. Meeting with TfNSW and their consultants on transport modelling occurred in May. Work is continuing with TfNSW and Infrastructure Australia.	Achieved	✓
1.2.6.5	Ongoing management of contracts for operation of First Sun and Suffolk Park Caravan Parks	Net operating budgeted profit met or exceeded.	Park income experienced nil downturn due COVID-19 effects and turnover of the parks for the whole financial year exceeded original budget estimates.	Achieved	✓
1.2.6.6	Manage approval to operate licence conditions for First Sun and Suffolk Holiday Parks	Approval to Operate Conditions achieved	Compliance and planning reviews were completed for both First Sun and Suffolk Beachfront Holiday Parks and all ATO conditions of operation are on track for completion as required.	Achieved	✓
1.2.6.7	Deliver adopted capital works program for First Sun Holiday Park	Delivery of adopted program	Adopted capital works program completed. Works included one cabin being replaced, painting completed as required across cabins 1-18 and renewal works to BBQs, landscaping, signs, and minor renewal works to cabins and sites completed as required. Safari Tents works have been placed on hold for future years, subject to the outcome of ATO site compliance auditing.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.2.6.8	Deliver adopted capital works program for Suffolk Park Holiday Park	Delivery of adopted program	Adopted capital works program has been substantially completed as required. Canvas Renewals were completed to Safari Tents 4 and 5. Painting was completed as required to Cabins 1-3 and Safari Tents 1-4. Renewal works to BBQs, Landscaping, Signs, and other minor renewal works to Cabins, Roads and Sites were completed as required. Decision on planned replacement of Cabin 8 has been taken allowing for works to proceed in the 21/22 financial year.	Substantially Achieved	
1.2.6.9	Manage leases and contracts at Tyagarah Airfield	Progress the resolved direction for future use	A new licence for Tyagarah Hall was finalised, with staff continuing to work on management of other existing leases.	Achieved	

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





Highlights	Completed construction of the Byron Rail Precinct projects and complete design for Byron Bay Skate Park
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.2.7.1	Develop concept plans for the upgrade of Byron Bay foreshore (action from Byron Bay Town Centre Masterplan)	Concept plans for the Byron Bay foreshore adopted by Council	This project has been deferred as it is awaiting the outcome of the Main Beach Shoreline Project to determine alignment.	Deferred	▶▶
1.2.7.2	Construct Byron Rail Corridor Restoration Works (action from Bryon Bay Town Centre Masterplan)	Rail corridor restoration constructed	Project substantially achieved, with construction works to be completed July 2021.	Substantially Achieved	■
1.2.7.3	Implement Byron Town Centre Landscaping Plan	Adoption of Byron Bay Town Centre Landscaping Plan. Implementation of Stage 1 elements	Full implementation deferred until traffic modelling for the town centre is completed.	Deferred	▶▶

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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.2.8.1	Consult with user groups to establish user agreements, leases, licenses and Plans of Management	At least 6 User agreements reviews/implemented per annum	Open Space team have been consulting with user groups on a regular basis to establish user agreements, leases, licenses, and Plans of Management. Currently there are 25 sports field user group agreements in place, with six due for renewal in 21/22.	Achieved	
1.2.8.2	Deliver adopted Sporting Infrastructure Renewal Program (Shire wide)	program delivery within budget as adopted	Programmed sports turf refurbishment works were completed in line with sports seasons, along with seasonal field changeovers between sports, goal mouth and wicket turfing and field line-marking operations.	Achieved	
1.2.8.3	Complete renewal of Bangalow Weir Footbridge	Renewal works complete within budget	Refurbishment works are substantially completed. These will be finalised in July, with the footbridge estimated to be reinstated August.	Substantially Achieved	
1.2.8.4	Deliver renewal of Gaggin Park amenities, including the improvement to accessibility of the amenities	Adopted Program delivered within budget	New accessible public amenities in Gaggin Park, Suffolk Park completed, with associated accessible pathway to be completed in the 2021/22 Operational Plan under a separate funding program.	Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.2.8.5	Continue to deliver on Stronger Country Community grant	Stronger Country Communities funding resources Ocean Shires Community Centre upgrades	The Ocean Shores Community Centre upgrade was completed in April 2021. The new extension has provided an extra meeting room, new kitchenette for general hall hires without the need to access the main kitchen and a covered veranda and access ramp that now provides all weather access to the facility for people using wheelchairs, mobility aids and prams.	Achieved	✓
1.2.8.6	Submit Clubgrants Application for Brunswick Heads Memorial Hall amenities and stage upgrade	Capital improvement completed	Grant application was submitted, approved and the project delivered within the required time frame and budget.	Achieved	✓
1.2.8.7	Revaluation of the land, buildings, open space, and recreation assets	Complete revaluation in accordance with the accounting code	Revaluation of land, buildings and open spaces completed for external audit	Achieved	✓

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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.2.9.1	Maintain public amenities in accordance with adopted levels of service	Ongoing maintenance of Council owned public toilets across the Shire	Public amenities cleaning programs developed, rolled out and quality assured throughout the year.	Achieved	

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

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

Outcome	Council delivered several projects that expanded our integrated accessible transport network and continued to progress several signature projects. Development of Council's Integrated Transport Management Strategy, Moving Byron, now in draft waiting final review before exhibition and adoption.
Highlights	a continuous shared path and cycleway from Suffolk Park to Browning St Byron Bay Design of Tennyson St shared path completed for construction 21/22 design and construction of the Deacon St shared path in Bangalow significant progress made on transport strategies - Moving Byron Bus stop accessibility upgrade program

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.3.1.1	Finalise the Integrated Transport Management Strategy (ITMS)	Draft strategy prepared	Draft document complete (Moving Byron) and under TIAC review. Anticipated that it will be reported to Council in the next quarter.	Achieved	✓
1.3.1.2	Delivery prioritised Pedestrian and Access Mobility Plan (PAMP) facilities	Program developed and ready to implement as funding permits	Program developed and delivered by Works Operations within available budget.	Achieved	✓
1.3.1.3	Support the Byron Bay Bus Interchange in partnership with Transport for NSW	Complete the Interchange	The Byron Bay Bus interchange has been opened and the project is complete.	Achieved	✓
1.3.1.4	Construction of the Bangalow Deacon Street share path (priority project from the Bike Plan)	Construction works completed	Works have been successfully completed on time and within budget.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.3.1.5	Provide a quarterly update report on the outcome of discussions with State government and agencies about the multi-use of the rail corridor, including any policy developments and funding opportunities identified	4 quarterly update reports provided	Four quarterly update reports to Council were provided detailing meetings with the State Government	Achieved	✓
1.3.1.6	Develop a governance model to support rail corridor activation	Governance model developed	Council has not been able to independently fund this work. As such, the governance model is dependent on further negotiations with TfNSW as part of the options study for the Infrastructure Australia options study.	Deferred	▶▶
1.3.1.7	Review Council's Asset Management Policy to embed Council's Road Access and Safety Principles (RASPs) for implementation from July 2021	Policies reviewed and adopted.	RASP update presented to Council and further development on going. Draft policy is programmed for completion, however, adoption by 30 June was not possible due to reporting timelines with TIAC meetings and report deadlines.	Substantially Achieved	■
1.3.1.8	Review and update road related infrastructure, movement, access and safety policies to include RASPs	Relevant chapters identified and review commenced	Council has held meetings with key staff and undertaken a literature review to identify relevant chapters and policies relevant to road related infrastructure, movement, access and safety policies. Updating these policies has commenced to include RASPs.	Achieved	✓
1.3.1.9	Commence review of road related DCP chapters to embed Road Access and Safety Principles (RASPs) for adoption in 2021/22	Relevant chapters identified and review commenced	The DCP review has commenced. The DCP is a combined document used by all Northern Rivers Council and Council will be required to consult with the Northern Rivers working group responsible for updating the DCP, who meet annually.	Achieved	✓

1.4: Provide a regular and acceptable waste and recycling service

1.4.1: Implement Integrated Waste Management and Resource Recovery Strategy

Outcome	Community Engagement activities undertaken including face to face, social media etc. Business Waste reduction program revised and expanded to include tourism accommodation and small events. Sustainability E-News re-launched. IDLEEP initiatives implemented. Progress on Landfill capping, Stormwater Management and Leachate System Projects.
Highlights	Business Waste reduction program revised and expanded

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.4.1.1	Implement 2020/21 action plan activities identified in the Waste Management Strategy	Adopted Program delivered within budget	A number of action items within the Waste Management Strategy have been implemented in 2020/21 with a focus on community engagement activities including; launch of the @byronbinfluencer Instagram account Byron loves BYO reusables campaign for cafes Continuation and expansion of the Make the Switch Program - helping businesses switch away from the top 6 single use plastics Focus on internal litter and waste behaviors through the Own it and Act program including a staff litter clean and development of "Litter Journey" artwork The Re-think tank networking forum introduced for community groups Worked with community organisations to establish waste management infrastructure such as wash stations, improved signage for markets and events Provided submissions on discussion papers in the development of the NSW 20 Year Waste and Sustainable Materials Strategy, NSW Plastics Plan, NSW Plastics ban legislation.	Achieved	

1.4.2: Provide waste and resource recovery services

Outcome	Collections Contract closely managed with monthly KPI and Contractor meetings. Service levels maintained. Public Place assets under contract for servicing, cleaning, and maintenance.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.4.2.1	Implement Waste and Resource Recovery Collection Contract Management Plan	Managed in accordance with adopted budget	Management of Contract ongoing. Contractor has remained flexible in dealing with increased population, impacts of tourism, restricted access and delays due to border restrictions and increased Covid protocols. One major and several minor incidents which have been adequately investigated and dealt with, resulting in no loss of service level.	Achieved	✓

1.4.3: Participate in regional waste management programs and initiatives

Outcome	Ongoing participation in North East Waste with quarterly meetings attended. Active participation in the North Coast Waste Investment Review Report Project - with media launch in November. Workshop attended on business case to investigate feasibility of a regional Micro Industries project with the NSW Smart Lab.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.4.3.1	Maintain membership and participation in the North East Waste regional waste management group	attendance to 80% or more of scheduled working group meetings	Ongoing membership maintained with North East Waste.	Achieved	✓
1.4.3.2	Support the progression of a regional; alternative waste treatment facility in alignment of the adopted strategy and relevant resolutions	Ongoing support and participation in the Regional Waste sector	Council has actively participated as one of the original 13 Councils involved in the North Coast Waste Investment Review Project which sought to understand the state of waste and infrastructure within the Far North Coast and Mid Coast regions. From this original report, 9 Councils have continued to be involved in the project which in June 2021 has gone to market to engage a consultant to run a Market sounding, Expressions of Interest and Tender Process for the implementation of suitable processing for both residual waste as well as co-mingled recycling streams to service the region. Councils involved include all 7 North East Waste member Councils.	Achieved	✓

1.4.4: Ensure facilities and services meet statutory requirements

Outcome	Annual Returns for EPL 6057 and 13127 both lodged on time. Actions underway to rectify non-conformances noted in annual Returns. Three environmental incidents reported to EPA in December relating to severe rainfall events.
Highlights	Compliance with all NSW Environmental Protection Licences

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.4.4.1	Maintain compliance with NSW Environmental Protection Licences for the Byron Resource Recovery Centre and Myocum Landfill	compliance with EPL and on time completion of annual returns	EPA Annual returns completed and submitted on time. 3 reportable incidents - leachate tanker leak, leachate bund outlet leak, Leachate Storage 2 overflow - Major rain event (Feb) 2 licensed discharges during major rainfall events (greater than 300mm over 5 day period) Works progressing to upgrade leachate management and storage system with construction expected early 2021/22.	Achieved	✓
1.4.4.2	Maintain compliance with the NSW Protection of the Environment Operations (Waste) Regulation 2014	compliance with EPL and on time completion of annual returns	Staff continue to liaise with NSW EPA to ensure best environmental outcomes for the licensed premises, in accordance with license conditions.	Achieved	✓
1.4.4.3	Maintain compliance with the Federal Government's Emissions Reduction Fund contract conditions for the Myocum Landfill Gas Carbon Farming Initiative Project	On-time reporting	Contractor continues to be engaged and is responsible for monitoring gas and flare infrastructure. No reporting was required in the 2020/21 financial year.	Achieved	✓


OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.4.4.4	Delivery of stage 1 of the Capping Plan	Stage 1 works completed	Complexity of the designed required further assessment to be undertaken prior to commencement of design works. This resulted in a delay in the project, which has been carried over to the 21/22 Operational Plan. As at end of financial year the stormwater Management Plan final has been completed and provided. Capping design drafted and awaiting results of clay testing and stability assessment before finalising and gaining approval from NSW EPA for final design.	Partially Achieved	<input type="checkbox"/>
1.4.4.5	Dingo Lane, Myocum Solar Farm Project	Project feasibility and design completed (shovel ready)	Project feasibility and design completed and reported to Council in March 2021. The final decision is dependent on the outcome of the Bioenergy Facility decision. This project has advanced to Development Approval.	Achieved	<input checked="" type="checkbox"/>

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

1.5.1: Increase the energy efficiency of sewerage treatment Plants

Outcome	Improvements in STP energy performance have been observed and are due to continuing energy efficient upgrades/replacements to Utilities assets such as pumps and motors. These upgrades are currently being assessed to verify individual project benefits. Installation of Solar panels have also seen a reduction in power cost at STPs. The solar arrays at the STPs are performing as per design and providing a considerable amount of each sites electricity requirements 18% at Byron STP, 22% at Brunswick Valley STP and 24% at Bangalow STP. The benefits from the systems can be clearly seen in the improvement of the energy consumption baseline at these sites.
Highlights	Installation of Solar panels has resulted in a reduction in power cost at Sewerage Treatment Plants


2020/21 Operational Plan Activities








OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.5.1.1	Generate baseline energy consumption report for all treatments plants with recommendations for further improvement.	Complete report	Finalisation of the report is subject to data collation for 2020/21 Financial Years End to complete the STP energy baseline consumption and performance measure. Improvements in STP energy performance have been observed and are due to continuing energy efficient upgrades/replacements to Utilities assets such as pumps and motors.	Substantially Achieved	





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

Outcome	EPA Annual returns were lodged prior to 26 June deadline. SPs renewals are progressing across the Shire. The blower replacement at Byron STP will be delivered in 2022. The recycled water strategy is currently under review which will include a capital works plan. Inflow/infiltration projects are rolling out. The STP Options Assessment for Dewatering Plant (Belt press/screw press) is complete.
Highlights	Upgrade to Butler Street Sewer Pump Station SPS3003 rising main
Exceptions	Weather event mid-December caused higher flows through all STPs and a number of sewer overflows in systems

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.5.2.1	Monitor and compile annual licence returns	Complete annual report	<p>Bangalow Sewerage System No non-compliances 1 reportable incident - Process bypass due to December 2020 extreme weather event. Incident reported to EPA as required.</p> <p>Byron Bay Sewerage System No non-compliances 1 reportable incident - Main blockage causing overflow to Belongil creek (28 Jan 2021). Incident management protocol instigated and incident reported to EPA as required.</p> <p>Ocean Shores Sewerage System 7 non compliances 1 reportable incident - Process bypass due to December 2020 extreme weather event</p> <p>Brunswick Valley Sewer System 7 non compliances - Note 4 of these were unavoidable 1 reportable incident - This report was associated with the Faecal Coliform exceedance detailed below)</p>	Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.5.2.2	Renew pumps in sewerage pump stations identified in 30yr Capex Plan with more energy efficient units.	Complete pump station renewals in accordance with capital works plan	A total of 13 Sewerage Pump Stations were renewed.	Achieved	
1.5.2.3	Conduct three years of condition assessments of sewer pump stations identified in the 30yr Capex Plan.	In accordance with project schedule	Condition reports submitted and accepted. A three year program of SPS improvement/renewal has been scoped.	Achieved	
1.5.2.4	Complete Stage 2 South Byron Sewerage Treatment Plant Remediation	Complete the remediation	The remediation of the South Byron STP site (excluding the two tertiary ponds) is complete and now awaiting final site validation and auditor sign off	Achieved	
1.5.2.5	Upgrade to Butler Street Sewer Pump Station SPS3003 rising main	Practical completion for project	Rising main commissioned in November 2020 and operational. This work was done in conjunction with the Byron Bypass Project.	Achieved	
1.5.2.6	Byron sewer treatment plant blower replacement	Identify and procure Blowers for Byron STP	Commissioning and performance testing of trial blower took longer than expected due to the new technology and integration required at the STP. New blower to be purchased next financial year.	Substantially Achieved	
1.5.2.7	Develop capital works plan in line with recycled water strategy	Capital works plan completed	Recycled water strategy is in final stages of draft. Capital works program forms part of this draft.	Substantially Achieved	
1.5.2.8	Conduct three years of condition assessments of sewer pipelines identified in the 30yr Capex Plan.	In accordance with project schedule	Inspection and condition reporting finalised.	Achieved	





OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.5.2.9	Investigate future use options for the remediated old Brunswick heads STP site	Complete a future use options report	Remediation works at the old Brunswick Heads STP site have been completed and sign off by the EPA accredited site auditor is expected which will influence future use options.	Substantially Achieved	
1.5.2.10	Mullumbimby STP Site Remediation	Complete the remediation	Due to difficult site conditions and the impact of rain, the remediation works for the old Mullumbimby STP site are now expected to be completed in August	Substantially Achieved	
1.5.2.11	Mullumbimby Inflow/Infiltration carry out planned capital works to improve system performance.	In accordance with project schedule	CCTV inspection and condition reporting was completed for Mullumbimby catchments 4002; 4003 and 4004. Tender documents for the highest risk gravity sewer assets in the 4001 catchment have been finalised and reviewed. These documents will be released for tender in July 2021 for completion in FY21/22.	Substantially Achieved	
1.5.2.12	Inflow/Infiltration for the rest of the Shire excl. Mullumbimby carry out condition assessments of prioritised catchments and develop capital works budget	In accordance with project schedule	CCTV inspection and condition reporting was completed for catchments 3005 Byron Bay and 5009 Ocean Shores. Tender documents for the highest risk gravity sewer assets in the 3002 and 5012 catchments have been finalised and reviewed. These documents will be released for tender in July 2021 for completion in FY21/22.	Substantially Achieved	



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

Outcome	Smart water metering pilot trial is rolling out in Mullumbimby. An annual Drinking Water Management Plan review has been completed. A report relating to Mullumbimby water supply security investigations and upgrade is being considered by the WW&S Committee. A review of the current draft Asset Management Plans is underway including an Asset Maintenance Software market assessment. A number of Reservoir roofs are in tender documentation phase, to be delivered in 2021. Water pipelines are also due to be delivered in 2021.
Highlights	Works on the Byron Bypass cross connection completed

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.5.3.1	Undertake annual review Drinking Water Management Plan and associated performance	Drinking Water Management Plan reviewed and available on website	An independent review was conducted by consultants engaged by NSW Health. A number of improvements were identified and actioned.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.5.3.2	Implement recommendations from Mullumbimby water supply security investigations and upgrade	Mullumbimby water supply security investigations and upgrade	<p>A draft strategy has been considered by the Water, Waste and Sewer Committee, who recommended that Council:</p> <p><i>1. Recognises that for the Mullumbimby township there are 2 water supply issues being considered at the moment, one being a potential drought next summer and the other being the long-term future water supply strategy.</i></p> <p><i>2. Undertakes works to complete the connection of the emergency supply to the rest of Mullumbimby.</i></p> <p><i>3. In relation to a long term strategy, firms up the management options including recognising the environmental impacts of each option, inclusive of impacts of Rous's own options (for options that use Rous water).</i></p> <p><i>4. Aims to produce a draft long-term strategy to go to a Strategic Planning Workshop with a view to putting the strategy on public exhibition.</i></p>	Partially Achieved	
1.5.3.3	Review Drought Management Plan	Drought Management Plan reviewed	The review and updated document will be delivered after finalisation of the Mullumbimby Future Water Supply Strategy, they are directly linked (see activity 1.5.3.2)	Deferred	
1.5.3.4	Conduct three years of condition assessments of water pipelines identified in the 30yr Capex Plan.	In accordance with project schedule	Inspection and condition reporting finalised.	Achieved	
1.5.3.6	Prepare for construction of roofs at Yamble Drive reservoir and Coopers Shoot reservoir	Get project to construction ready status for 2021/22	Specification for Tender being drafted for construction next financial year. This activity has been carried over to the 2021/22 Operational Plan.	Deferred	


OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.5.3.7	Undertake works on the Byron Bypass cross connection	Project practical completion	Works completed in conjunction with the Byron Bypass Project which was opened to traffic in February 2021.	Achieved	
1.5.3.8	Development of plan and program for Smart Metering for water services	Deliver Pilot program for smart metering	All recycled water meters installed and collecting data. Total installed in Mullumbimby, 102; Remaining in Mullumbimby, 280. Progress of residential meters, 27%. Delays in project due to international shipping and COVID quarantines had a knock on affect for installation roll out.	Substantially Achieved	

1.5.4: Implement the Water and Sewerage Strategic Business Plan

Outcome


The Draft Water and Sewerage Strategic Business Plan is being considered by Water, Waste, and Sewer Committee. SPS renewals are progressing. The new tuckeroo supply main from Left Bank Rd Reservoir is in detailed design mode.

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.5.4.1	South Byron Sewage Treatment Plant (STP) Stage 3 remediation of the Tertiary Ponds	Complete the assessment and approvals	Council has considered the outcomes of the South Byron STP remediation and resolved to continue with further study of the Tertiary Ponds in 2021/22.	Achieved	

1.5.6: Protect and enhance our natural environment and biodiversity

2020/21 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.5.6.1	Review Effluent Reuse management plan strategy	Review complete	Preliminary results have been presented to the Utilities team on 29 June 2021. Feedback has been provided to the consultants. A workshop with broader Council participation is planned for early August.	Substantially Achieved	




1.6: Manage traffic and parking in an efficient manner

1.6.1: Implement review of parking management

Outcome	Council has completed and significantly progressed a number of key parking management reviews to help manage parking and traffic in an efficient manner across the Shire.
Highlights	<p>New pay parking contract is operational.</p> <p>Accessible parking spaces upgrade in Byron Bay.</p> <p>Parking study commenced for Belongil precinct and New Brighton. Brunswick Heads parking time limits reviewed.</p> <p>Planning for road and parking upgrades for Seven Mile Beach and Broken Head Reserve Road well advanced including investigations into alternative parking technologies</p>

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.6.1.1	Implement Parking Management Strategy for Brunswick Heads	Parking management schemes in place and operational	Parking scheme in place and operational March 2021 completed as per resolution 20-413. Further reporting planned for 2022/23 and interim review completed with adjusted time limits across Brunswick Heads CBD and Beach area now adopted by Council. Roll out of associated signage to commence Q1 21/22.	Achieved	
1.6.1.2	Develop Parking Management Strategy for Belongil	Strategy adopted by Council	Draft parking management strategy complete and under staff review prior to reporting to next available TIAC meeting to seek Council adoption.	Substantially Achieved	
1.6.1.3	Complete Seven Mile Beach Road and Broken Head Road Traffic Management Improvements Investigation	Construction Works Package complete	Final consultation of Issue for Construction drawings underway. Construction Works Package programmed for completion in first quarter of 2021/22.	Substantially Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.6.1.4	Investigate parking management within New Brighton and The Esplanade area	Review complete and reported to Council for consideration	Parking review is complete and recommendations provided to staff. Consultation and reporting to Council to occur in first quarter of 2021/22.	Substantially Achieved	
1.6.1.5	Review Byron Bay Parking Scheme	Review complete and reported to Council	Request for Quote developed and supported by Council. Quotes are being sought for a Byron Bay (incl Wategos) Parking Review as part of a Movement and Place study. Study is funded in 2021/22 and will commence once contract is awarded.	Partially Achieved	
1.6.1.6	Implement new pay parking contract	New contract sign and in operation	New Pay Parking contract signed and implemented December 2020. All components of the new Pay Parking contract have been implemented and are now operational.	Achieved	
1.6.1.7	Finalise audit of disability parking arrangements in Byron Town Centre and prepare list of proposed improvements	Report to Council	Audit and report to Council complete as per resolution 20-677. The review of disability parking within Byron Bay identified priority spaces to be upgraded. Works were then completed June 2021.	Achieved	

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

Outcome	Traffic and parking demands are considered as part of the planning process for roads and drainage infrastructure projects on an ongoing basis
Highlights	Broken Head Beach Road and Seven Mile Beach Road traffic and parking management


2020/21 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.6.2.1	Provision of traffic management facilities and traffic controllers within Byron Bay, when deemed necessary, to provide increased safety for road users and pedestrians and to manage the efficient movement of vehicles on the road network during the school holiday periods and at other times	Traffic management controllers provided within Byron Bay, when deemed necessary	Traffic controllers and facilities were deployed throughout the year on an ongoing basis, as required, when events or school holidays warranted deployment such as Schoolies and Christmas holidays	Achieved	✓


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

Outcome	Council has a long term financial plan that is linked to the strategic asset management plan to both plan and fund infrastructure
Highlights	Completion of the Byron Bay Bypass, strategically planned and funded, has improved outcomes for the current and future population.

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.6.3.1	Advocate for improved public transport across the Shire	Ongoing - suitable grants applied for throughout year	This year Council has continued to apply for a number of grants for the road network from programs including Fixing Local Roads, Fixing Country Roads, Safer Roads Program, Bridges Renewal Program, Fixing Country Bridges and Active Transport. Council continues to have a high success rate with these applications, adding approximately \$7M in funding to future works programs in the 20/21 financial year.	Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.6.3.2	Develop Electric Vehicle and Charging Station Maintenance and Improvement Guidelines	<p>Investigate Council EV charging infrastructure being monitored under one software platform and one asset manager.</p> <p>Investigate user-pays options for charging stations.</p> <p>Deliver community awareness information regarding EVs.</p> <p>Develop procedure</p>	<p>EV charging infrastructure being monitored under one software platform and one asset manager completed, March 2021.</p> <p>User-pays fees and charges adopted by Council in the 2021/22 Fees and Charges report at 24 June 2021 meeting.</p> <p>Community Awareness on EVs ongoing.</p> <p>Electric Vehicle Charging Station Instalment and Maintenance Procedure adopted by Executive Team on 30 June 2021.</p>	Achieved	
1.6.3.3	Advocate and apply for grants to improve transport networks	Ongoing - suitable grants applied for throughout year	This year Council has continued to apply for a number of grants for the road network from programs including Fixing Local Roads, Fixing Country Roads, Safer Roads Program, Bridges Renewal Program, Fixing Country Bridges and Active Transport. Council continues to have a high success rate with these applications, adding approximately \$7M in funding to future works programs in the 20/21 financial year.	Achieved	
1.6.3.4	Design Mullumbimby to Pacific Hwy Cycleway Draft Design and seek grant funding, in accordance with resolution 19-611	Draft design complete and grant funding sought	Council has awarded a consultant to undertake a route options analysis and this study is substantially underway for cycleway routes between Mullumbimby and Brunswick Heads. Investigation works are anticipated to be completed in Q2 21/22. Grant funding has been sought and community consultation is expected to commence once the draft study is reviewed by staff.	Partially Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.6.3.5	Undertake an accessibility audit of existing bus shelters across the shire, prioritise upgrades to improve accessibility, prepare and cost a program to complete all upgrades.	Upgrade Program approved by Council and funding options considered	Accessibility audit reported to Council June 2021. Council resolved to progress prioritisation and implementation as funds permitted. Council approved \$500k for this ongoing program in the 21/22 budget. The program is expected to run over several years.	Achieved	

1.6.4: Improve effectiveness of Local Traffic Committee

Outcome	Additional extraordinary electronic meetings held on demand. Council approved GM delegation to approve LTC unanimous recommendations whilst Council was in recess over the Christmas period. Format for extraordinary meetings to be reviewed to further improve process. Format change for extraordinary meetings being considered by the committee to improve functionality.
Highlights	Speed zone requests, reviews and reporting now included in in meeting agendas

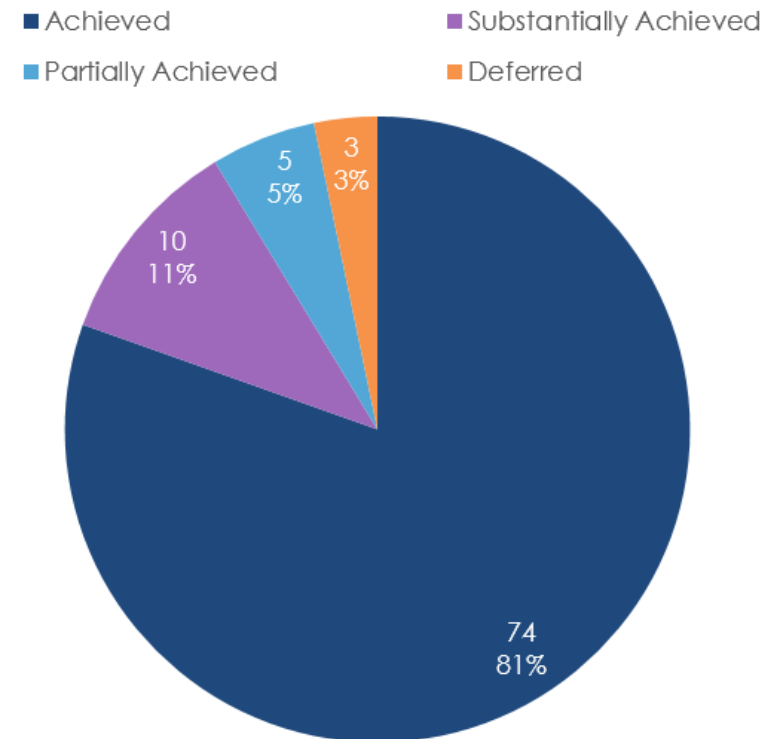
2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
1.6.4.1	Report regulatory traffic matters for recommendation to Council and items requiring comment through the Local Traffic Committee	Ongoing coordination of Committee throughout year	All Local Traffic Committee meetings have been completed in accordance with Council's meeting schedule and reported to Council at the next available Council meeting.	Achieved	✓



Community Objective 2: We cultivate and celebrate our diverse cultures, lifestyle, and sense of community

- 2.1 Support and encourage our vibrant culture and creativity
- 2.2 Support access to a wide range of services and activities that contribute to the wellbeing of all members of the Byron Shire community
- 2.3 Provide accessible, local community spaces and facilities
- 2.4 Enhance community safety and amenity while respecting our shared values
- 2.5 Encourage community appreciation of cultural vitality and diversity



Community Objective 2: Community


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

2.1: Support and encourage our vibrant culture and creativity

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

Outcome	While COVID-19 restrictions prevented normal event programming and delivery, Council provided financial support to deliver events during Youth Week, Seniors Week and Refugee Week.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.1.1.1	Support innovative and flexible delivery of community events and initiatives	Number of inclusive events supported	The COVID-19 pandemic prevented Council from delivering our normal community events program due to public health order requirements. Several community events were able to progress on a smaller scale including, NAIDOC Week 2020. Financial contributions were provided to three community organisations to deliver events during Youth Week, Seniors Week and Refugee Week.	Substantially Achieved	

2.1.2: Provide meaningful and inclusive opportunities for volunteering

Outcome	Council provided opportunities for volunteering across the Byron Shire. Two key areas of volunteering included community building management through s.355 Committees and ongoing Community Resilience initiatives to support better recovery processes after a disaster event.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.1.2.1	Partner with community organisations to deliver spontaneous volunteer training	Increased knowledge for identified team leaders in community-based organisations	Annual emergency exercise completed with the Byron Community Resilience Network and SES. Co-ordination of spontaneous volunteers and roles during recovery established by network members during exercise. Training to continue into 2021-22 financial year due to changes in Volunteer activity funding for community based organisations with lead organisations NORTEC and Byron Community Centre.	Substantially Achieved	
2.1.2.2	Support Council volunteers with the delivery and management of community facilities	Volunteers report increased skills and knowledge	Volunteers provided with information, advice, and support to manage community facilities. Ongoing support and guidance provided in regard to Covid-19 public health restrictions and Safety Plans. Face-to-face volunteer training sessions cancelled due to Covid-19 public health restrictions.	Achieved	

2.1.3: Enhance opportunities for interaction with art in public spaces

Outcome	The Arts and Culture Policy, Public Art Strategy and Public Art Panel continued to inform Council's approach to enhancing opportunities for interaction with art in public spaces. The production of the public artwork, Memento Aestates, was completed, with location finalised and installation scheduled. Also, the Lone Goat Gallery was reopened.
Highlights	After an extensive COVID-related closure, the Lone Goat Gallery reopened in early May 2020 with the highly successful and well-attended Northern Rivers Creative Group Show, 'Breaking Boundaries'. Gallery programming has been confirmed for the remainder of the calendar year.

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.1.3.1	Implement Public Art Strategy	One public art project completed	Public Art Strategy implementation continued throughout the year in conjunction with the Public Art Panel. Production of public artwork Memento Aestates complete. Installation scheduled for July 2022.	Achieved	✓
2.1.3.2	Adopt and implement Arts and Culture Policy	Arts and Culture Policy adopted and implemented.	The Arts and Cultural Policy was adopted in 2020 and implementation informs work across the Arts and Cultural area of Council.	Achieved	✓
2.1.3.3	Support the ongoing operations of the Lone Goat Gallery	Lone Goat Gallery operational strategy developed	After an extensive COVID-related closure, the Lone Goat Gallery reopened in early May 2020 with the highly successful and well-attended Northern Rivers Creative Group Show, 'Breaking Boundaries'. Gallery programming has been confirmed for the remainder of the calendar year.	Achieved	✓

2.1.4: Support Aboriginal cultural vibrancy within the Shire

Outcome	Cultural vibrancy was supported through cultural expression and cultural restoration activities. Council continued to deliver the Arakwal MoU implementation plan, with progress including improved consultation and engagement processes.
Highlights	Council worked with Arakwal, Jali Local Aboriginal Land Council and National Parks and Wildlife Service to develop shared educational and statutory signage for the Ti Tree Lake area in the South of the Shire, helping community to protect this important Aboriginal Place into the future.

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.1.4.1	Support cultural expression and cultural restoration opportunities	Number of cultural expression and cultural restoration opportunities supported	Significant events in the Calendar were promoted and educational opportunities presented to staff and the wider community for NAIDOC and Reconciliation weeks. Ti Tree Lake educational and statutory signage project will be beneficial to assist Arakwal, Council, National Parks and Wildlife and Jali Local Aboriginal Land Council protect the Aboriginal Place for the future.	Achieved	✓
2.1.4.2	Implement Arakwal MOU in partnership with Arakwal	Number of Arakwal MOU strategies delivered	The implementation of the MoU faced a significant challenge due to the Aboriginal Project Officer delay in appointment and Covid 19 during the reporting period. Highlights of the actions include, Arakwal Parking permit, Ti Tree/Taylors Lake signage, Arakwal engagement for Council design projects such as the the Skate Park.	Achieved	✓

2.1.5: Develop and maintain collaborative relationships with multicultural communities

Outcome	Building on previous work with the multicultural community, Council supported community representatives to design and develop a survey to better understand local priorities. Further work with multicultural communities will be embedded within broader community planning and engagement activities.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.1.5.2	Coordinate citizenship ceremonies to confer new Australian citizens on behalf of the Department of Home Affairs	3 ceremonies held between January and June 2021	Council was unable to hold ceremonies in the first part of the financial year due to COVID restrictions, instead the Department of Home Affairs conducted online ceremonies during that period. The measure for this activity was adjusted accordingly and Council successfully held 3 ceremonies between January and June 2021, with 85 new Australians being conferred Citizenship. The location of the ceremonies was changed to the Mullumbimby Civic Hall to ensure the events were COVIDSafe.	Achieved	✓

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

Outcome	The period has been productive in building better relationships with Aboriginal community organisations and stakeholders including: Arakwal, Tweed Byron LALC, Jali LALC, Ngulingah LALC, Bugalwena Aboriginal Health, Bullinah Aboriginal Health. Council staff were supported to undertake meaningful consultation in key project areas.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.1.6.1	Build and maintain relationships with identified stakeholder groups in the Shire and undertake appropriate, meaningful consultation	Culturally appropriate best practice consultation methods developed in partnership with identified Aboriginal stakeholder groups	The period has been productive in building better relationships with Aboriginal community organisations and stakeholders including: Arakwal, Tweed Byron LALC, Jali LALC, Ngulingah LALC, Bugalwena Aboriginal Health, Bullinah Aboriginal Health. Council staff were supported to undertake meaningful consultation in key project areas. Process improvements for specific consultation requests were co-developed with Arakwal.	Achieved	✓

2.1.7: Support range of existing, emerging, and major events

Outcome	<p>It has been a challenging year for events due to the significant and ongoing impacts of COVID. Council staff have provided varied supports to event operators and industry as required. Internal operations have been reviewed, in cross-directorate working groups, to consider opportunities to better support event operators with sustainability and waste management initiatives. Relationship building has also been a focus with operators, businesses, industry bodies, and community organisations, throughout this difficult time.</p> <p>Events & Festival Sponsorship Fund closed on 11 June. 16 applications were received, totaling over \$85,000. Additional funds were available due to rolling over previous funds due to COVID event cancellations in the past 15 months. The increased funding enabled events to develop and respond to new challenges brought on by COVID providing greater support to the industry.</p> <p>While there has been a noticeable decline in event applications over the past 15 months due to COVID, filming applications increased significantly on previous years (with an 880% increase in filming fees paid).</p>
Highlights	Film applications have been coming in at unprecedented volumes

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.1.7.1	Continue to support event organisers in the delivery of a range of events	Support workshops on subjects such as event planning, sustainable event and grant writing as opportunities arise.	Council has continued to provide support to event operators and industry as required. To assist with the impacts of COVID, relationships with operators, businesses, industry bodies, and community organisations were prioritised. Internal operations were also reviewed, in cross-directorate working groups, to consider opportunities to better support event operators with sustainability and waste management initiatives.	Achieved	
2.1.7.2	Deliver event and festivals annual sponsorship program	<p>Review sponsorship program</p> <p>Advise Council on outcome of annual sponsorship program</p>	Events & Festival Sponsorship Fund closed on 11 June. 16 applications were received, totaling over \$85,000, which will be considered by Council in the new financial year for allocation. Additional funds will be available as a result of COVID event cancellations in the past 15 months. The increased funding will enable events to develop and respond to new challenges brought on by COVID providing greater support to the industry.	Substantially Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.1.7.3	Administer licences for weddings, events, activities and filming on council and crown land	Report monthly statistics	Events team are reviewing data capture of all events, film, and wedding enquiries so this information can be tracked year on year. While there has been a noticeable decline in event applications over the past 15 months due to COVID, filming applications increased significantly on previous years (with an 880% increase in filming fees paid).	Achieved	✓
2.1.7.4	Investigate electronic event and festival application referral and management system	Report on investigation	Event data capture has been improved on previous years utilising existing Authority system. Further improvements to be explored in the coming year.	Achieved	✓

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

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

Outcome	Council's ongoing progress included community planning, advocacy and collaborative initiatives across priority issues including homelessness and access and inclusion. The Access Consultative Working Group (ACWG) members continued to provide strategic advice to Council based on lived experience to improve policies, strategies, and plans, including the Operational Plan 2021-2022.
Highlights	The End Rough Sleeping Byron Shire (ERSBS) Collaboration is an innovative community response to rough sleeping developed in partnership with local stakeholders and the state-wide End Street Sleeping Collaboration. Council convenes the collective effort of over 40 local stakeholders, including government, services, community groups and people with lived experience, working to end rough sleeping. Council also convenes a monthly Service Coordination Group to better support people sleeping rough and identify systemic gaps and barriers.

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.2.1.1	Support local interagencies and regional network development to improve collaboration and inclusion	Increased sector network strength	Convened 12 community sector interagency meetings. Community participants reported increased collaboration, knowledge, and skill sharing. 197 subscribers in network.	Achieved	✓
2.2.1.2	Participate in community planning to inform decision making, build capacity and develop a shared responsibility for actions with the community.	Number of community planning activities undertaken	Participated in 12 community planning initiatives across local, state, and federal levels. Provided advocacy on local areas of concern including homelessness and housing, access and inclusion, domestic family and sexual violence, mental health, and the impact of Covid-19 on the community sector.	Achieved	✓
2.2.1.3	Partner with Access Consultative Working Group to implement disability inclusion action planning priorities	Ongoing monitoring and reporting on disability inclusion outcomes	Access Consultative Working Group (ACWG) members provided strategic advice to Council based on lived experience to improve policies, strategies and plans and advance the inclusion of people with disability.	Achieved	✓
2.2.1.4	Implement, monitor, and report on the Disability Inclusion Action Plan 2017-2021	Annual reporting obligations met within statutory requirements	Regular reporting on Disability Inclusion Action Plan (DIAP) activities captured through the quarterly Operational Plan report. Outcomes of the DIAP activities will be reported on in the Annual Report and provided to Department of Communities and Justice in line with legislative requirements.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.2.1.5	Work in partnership with people with disability and carers in the development of a new Disability Inclusion Action Plan 2021-2024	People with disability are actively engaged in the preparation of the new DIAP 2021-2024	Development of new Disability and Inclusion Action Plan (DIAP) extended to correspond with Delivery Program community consultation timelines.	Deferred	▶▶
2.2.1.6	Advocate for innovative responses and build the capacity of staff, non-government services, and the community to contribute to preventing and reducing rough sleeping	Ending Rough Sleeping Byron Shire project delivered	<p>The End Rough Sleeping Byron Shire (ERSBS) Collaboration is an innovative community response to rough sleeping developed in partnership with local stakeholders and the state-wide End Street Sleeping Collaboration. Council convenes the collective effort of over 40 local stakeholders, including government, services, community groups and people with lived experience, working to end rough sleeping. Council also convenes a monthly Service Coordination Group to better support people sleeping rough and identify systemic gaps and barriers.</p> <p>Council's submission to the Inquiry into the Protocol for Homeless People in Public Places advocated for trauma-informed and compassionate responses, culturally sensitive care and practice, increased collaboration, the benefits of companion animals for people sleeping rough and the role of Assertive Outreach and Public Space Liaison Officers. This submission was referenced throughout the Inquiry's final report and contributed to good practice across NSW.</p>	Achieved	✓
2.2.1.7	Establish homelessness hub in Byron Bay	Hub established and operational	A license is now in place with the Byron Bay Community Association (BBCA) to operate the Fletcher Street Hub. Further service and site planning is underway, underpinned by evidence-based practice and including co-design with a diverse group of community representatives including people with lived experience.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.2.1.8	Plan and coordinate a Connections Week event	Connections Week held	During Connections Week, 50 trained volunteers and community sector workers connected with 73 people sleeping rough to conduct surveys and seek to understand their housing and health needs. From the information and personal stories collected a By-Name List was created. This is a real-time database of people sleeping rough in our community. The survey data has led to increased service coordination and will be used to inform broader systems change.	Achieved	✓

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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.2.2.1	Strengthen and deliver high quality business and pedagogy outcomes	measure and benchmark stakeholder satisfaction; deliver priority outcomes based on children's services review;	2020 project outcomes met.	Achieved	✓
2.2.2.2	Lead early childhood education sector development	Number of sector development activities undertaken; delivery of 1 relevant professional development opportunity	The Children's Services portfolio and team have reached desired outcomes in professional development platforms relevant to compliance, pedagogy, and cultural inclusions. Newly identified learnings and professional development opportunities relevant to the current climate are now underway.	Achieved	✓

2.3: Provide accessible, local community spaces and facilities

2.3.1: Increase accessibility of facilities

Outcome	Projects were completed and program delivered as scheduled, including the Brunswick Memorial Hall project (see 1.2.5) and the Ocean Shores Community Centre project, which included an upgraded, covered ramp and accessible meeting rooms.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.3.1.1	Improve facility access through capital works and maintenance program	Number of facilities where access is improved	Projects completed with the exception of Fletcher Street ramp which will be constructed by community group tenants.	Achieved	✓

2.3.2: Support effective management of community buildings (SP)

Outcome	Council continued working with s.355 Management Committees, licensees, and lessees to support and improve community building management. Scoping was completed for a review of community buildings' management models. The maintenance, capital upgrades, renewal and enhancement program was delivered as scheduled, informed by both access requirements and the strategic asset management plan.
Exceptions	The review of community building management models was delayed due to staff resourcing, however, will be delivered in 2021-2022.

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.3.2.1	Implement maintenance, capital upgrades, renewal and enhancements program for building assets that is informed by access requirements and the strategic asset management plan.	Access requirements identified and program delivered	Program delivered as scheduled. Ocean Shores Community Centre and Brunswick Memorial Hall projects finished to high standard with renewed access improvements including: new accessible unisex toilet and powered chair lift for stage access at the Brunswick Memorial Hall. Upgraded ramp and accessible meeting rooms for the Ocean Shores Community Centre. Projects identified for next year's program include the Marvell Hall and Brunswick Memorial Hall to have upgraded Access Ramps installed to comply with current standards.	Achieved	✓
2.3.2.2	Review management models of community buildings	Review completed and management models refined	Review was delayed due to staff resourcing. Activity will be delivered in Operational Plan 2021-2022	Deferred	▶▶
2.3.2.3	Administration of former Byron Hospital site	Ongoing site protection maintained. Signed lease agreement and adopted financial model.	Tender for site management awarded to Social Futures June 2021.	Achieved	✓
2.3.2.4	Design and restoration works of former Byron Hospital site	Adopted architectural plans	Development Application submitted June 2021.	Achieved	✓

2.3.3: Provide high quality library services (SP)

Outcome	Library services continued to be delivered across the Shire, including the Byron Bay, Brunswick Heads, Mullumbimby, and mobile library services. Rectification works at the Children's area of the Byron Bay library have been resourced and scheduled.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.3.3.1	Complete RTRL Staffing Review and Long Term Financial Plan	Staffing review and LTFP completed	Staffing Review complete. LTFP unable to be progressed by RTRL Executive Council this financial year due to resource constraints within the Executive Council.	Achieved	✓

2.3.4: Provide council buildings which are water and energy efficient

Outcome







This continues to be a governing principle for Council buildings.

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status
	There are no actions identified in the 2020/21 Operational Plan			

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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.3.5.1	Deliver Open Space maintenance programs in accordance with Levels of Service and adopted AMP	Programs delivered on budget	Maintenance programs across Open Space assets were rolled out in accordance with adopted AMP and budget and with reference to Parks Maintenance Levels of Service and Open Space Asset Management Plan. Acceptance of new parks infrastructure has included the Meadows Estate parklands and Parrot Tree Place Park Bangalow, Tuckeroo Parklands, Chincogan Estate and Plover Park Mullumbimby. Increased levels of service have also been required for Linda Vidler Park, Suffolk Park, Waterlily Park, Ocean Shores and Bangalow Parklands. Increased service level requirements have resulted a budget overrun by approximately 3%. To achieve the desired outcome, service levels across all assets will need to be reviewed.	Substantially Achieved	
2.3.5.2	Deliver beach safety programs as adopted	Program developed and reviewed annually with Stakeholder input	Contracted beach safety programs were implemented across the Shire beaches.	Achieved	
2.3.5.3	Provide ongoing support for the Byron Safe Beaches committee	Ongoing support provided	Manager Open Space and Resource Recovery actively provided support to Safe Beaches Committee through the year.	Achieved	
2.3.5.4	Manage contracts for operation of Byron Bay and Mullumbimby Swimming Pools	forecasted revenue met and expenditure not exceeded	Ongoing Management Contracts for both pools are in place until 2025. Pools have been successfully operating under COVID-19 Safety Plans.	Achieved	
2.3.5.5	Delivery of operations and maintenance program for Tyagarah Airfield	Ongoing maintenance delivered	Ongoing scheduled maintenance and daily safety inspections were completed throughout the year. Required vegetation management programs and runway maintenance works also completed as required.	Achieved	
2.3.5.6	Undertake daily safety inspections at Tyagarah Airfield	completed daily safety inspections	Daily runway safety inspections undertaken in accordance with relevant guidelines.	Achieved	

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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.3.6.1	Inspections of playgrounds and park infrastructure and maintenance that provides for safe use	Completed as scheduled	Programmed inspections of playgrounds and park infrastructure were completed throughout the year, with associated maintenance completed to provide for safe use.	Achieved	✓
2.3.6.2	Renewal of playground equipment (Shire wide - emergent)	Completed as scheduled and budgeted	Programmed renewal of soft fall completed at all playgrounds across the Shire. Maintenance renewal of playground equipment completed within Federal Park, Waterlily Park, South Golden Beach, Byron Recreation Grounds, Parrot Tree Park, Tuckeroo Park, Bangalow Sports fields, Apex Park Byron, Bangalow Pool Park, Suffolk Park sport fields, Mia Court, Tom Kendall Park. Maintenance works completed as required to all 33 playgrounds across the shire.	Achieved	✓
2.3.6.3	Seek funding to upgrade playground facilities to accessibility standards	Funding application submitted as appropriate	Successfully awarded Grant Funding under the "Everyone Can Play" program for upgrade of Gaggin Park accessibility. Funded upgrades to be completed next financial year.	Achieved	✓

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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.3.7.1	Operation of Cavanbah Centre and sports fields and delivery of adopted capital works programs	Completed as adopted	Operation of Cavanbah Centre partially restricted through the year due to Covid-19 requirements. Capital works successfully completed including installation of Netball Courts lighting, grandstands installation and indoor floor resurfacing.	Achieved	✓
2.3.7.2	Maintain each of the Council owned parks, reserves, and sports fields to agreed level of service	Open spaces maintained to agreed levels of service	Maintenance programs reflecting Parks Maintenance Levels of Service completed across the Shire.	Achieved	✓
2.3.7.3	Byron Bay town centre renewals - delivery of adopted elements of the Landscape/Precinct Plan	Deliver adopted program of works	Landscape precinct plans completed to provide design guidance to projects as adopted within the town center.	Achieved	✓
2.3.7.4	Maintain all towns and village streetscapes to agreed levels of service	Maintained to agreed levels of service	Towns and Villages unit and Better Byron units completed programmed maintenance and renewal works to streetscapes in towns and village centres.	Achieved	✓
2.3.7.5	Operate and maintain Shire's cemeteries	Program meets adopted budget	Restructure of cemeteries operations staffing completed to reduce reliance on external contractors for ground maintenance works and allow for improvement in presentation of cemeteries across the Shire.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.3.7.6	Identify a suitable site for the establishment of a Natural Burial facility	Suitable site selected	Council staff are now working across departments seeking to identify options to realise this project. Council resolved (21-250) June 2021 the following actions: 1. Adopt the 2021 Brunswick Valley - Vallances Rd Vision and Roadmap with an amendment to change the recommendation for the Natural Burial Ground to be a supported use at this location at Area A 2. Declares Area A as Byron Shire's first natural burial ground. 3. Request staff to collaborate and guide members of the community-based Natural Burial Committee with their onsite investigations and other reports that may be required to support their development application for a natural burial ground.	Partially Achieved	<input type="checkbox"/>
2.3.7.7	Renewal and upgrade of the Byron Bay children's cemetery section	Program meets adopted budget	A Landscape Architect has been engaged to draft concept designs which will then be utilised for community consultation.	Partially Achieved	<input type="checkbox"/>
2.3.7.8	Deliver adopted infrastructure within the Suffolk Park Recreation Ground in accordance with POM and Community consultation	Projects complete	Draft Master Plan developed for Linda Vidler Park and is currently on public exhibition. Construction of the Suffolk Park Pump Track completed.	Achieved	<input checked="" type="checkbox"/>

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

Outcome	Council continues to work with DPIE-Crown Lands, stakeholders, and users to transition management by DPIE-CL which is a pre-requisition to preparation of Plans of Management. Legislative change in June 2021 allows additional time for DPIE-CL to finalise the outstanding classifications and categorisations. Work on the transition of Crown Reserves will continue under the next Delivery Program.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.3.8.1	Progress outstanding responses to applications to Minister for initial classification and categorisation of applicable reserves and one-off applications	All Council applications lodged with Crown Lands	Council has worked with DPIE-CL throughout the year to progress applications. This work will be ongoing and will continue in 2021-2022.	Achieved	✓
2.3.8.2	Develop Plans of Management for Crown Reserves, that incorporate inclusion and accessibility, in accordance with prioritisation plan	Plans of Management progressively developed	The Crown Land Management Amendment (Plan of Management) Regulation 2021 recently came into effect, which provides an extension for a further two years, up until 1 July 2023.	Achieved	✓
2.3.8.3	Meet Crown Lands reporting and funding requirements	Compliant reporting	This was completed before the due date.	Achieved	✓
2.3.8.4	Inclusively work with community groups to develop Plans of Management for Crown Reserves	Ministerial approval of Plans of Management	Under the Crown Land Management Act 2016, councils are required to prepare PoMs for council-managed Crown reserves. The Crown Land Management Amendment (Plan of Management) Regulation 2021 (Regulation) recently came into effect, which provides an extension for a further two years, up until 1 July 2023.	Partially Achieved	<input type="checkbox"/>

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






2.4.1: Provide and facilitate local emergency management




Outcome	Council attends TBLEMC meetings as required and implements actions as determined in line with any formal request such as provision of VMS and traffic controllers
Highlights	Disaster Dashboard is fully operational and live to the community

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.4.1.1	Maintain Byron Flood Warning Network and Disaster Dashboard	Flood warning network and dashboard operational throughout year	Byron Flood Warning Network and Disaster Dashboard received its first live test in December 2020. While the system operated very successfully, numerous learnings have resulted from this event and continuous improvement will be ongoing. The system remains operational and has been working well since inception.	Achieved	✓
2.4.1.2	Attend TBLEMC and Regional Emergency Management Committee (REMC) meetings	Attend meetings as required throughout year	LEMC and REMC meetings attended as required and when scheduled throughout the year. LEMC meetings ramped up to twice weekly during initial Covid-19 related and border restrictions period to ensure effective emergency management processes were in place	Achieved	✓
2.4.1.3	Undertake exercises of EMP and CMG's as decided by TBLEMC	Attend exercises as required throughout year	EMP Schoolies/Covid exercise completed. EMP Covid/Bluesfest exercise completed.	Achieved	✓
2.4.1.4	Ensure sufficient staff are trained to undertake EM roles in and outside business hours	Staff trained and sufficient staff available during disaster events	Emergency management training schedules now released and staff being scheduled to attend over the coming months to supplement existing trained staff resources - no suitable training dates/venues available for this financial year. Additional staff training to be carried over into next financial year.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.4.1.5	Deploy technology to improve disaster response and recovery by preparing field devices and staff trained in readiness to respond to a natural disaster	Ongoing as opportunities arise	Disaster dashboard training has been undertaken and Dashboard went live in "Betta" version on 30 November as programmed. Staff trained in "Reflect and Recover" software and device use.	Achieved	✓
2.4.1.6	Development and delivery of 'Strengthening Community' workshops	Development of workshop training packages and materials. Community workshops to develop preparedness plans and seek expert advice in partnership with emergency combat and support agencies Delivery of 10 workshops for year 1 of the overall project	Community Resilience Teams have been established in Ocean Shores/New Brighton, Wilsons Creek/ Huonbrook & surrounds, and Billinudgel/ The Pocket. 5 community workshops delivered with 5 scheduled for delivery in July 2021 due to COVID-related rescheduling. This activity will carry over into the next financial year as it is a 2 year project.	Substantially Achieved	■
2.4.1.7	Development and delivery of Street Meets Workshops	8 workshops delivered	Street Meet planning is underway, led by Red Cross, in areas of high risk of severe weather. Multiple events were delayed due to March COVID restrictions and were rescheduled to July 2021. Meets will bring together local emergency and community services to talk about local risks, raise awareness of available resources and meet local emergency services. This activity will carry over into the next financial year as it is a 2 year project.	Partially Achieved	□
2.4.1.8	Develop an Extreme Weather Protocol and deliver workshops for people experiencing homelessness	Protocol developed and workshops delivered	Approximately 120 community members and volunteers were provided with Extreme Weather information and resources in the first year via a drop in model across Byron Bay, Mullumbimby, Brunswick Heads, with SES and Public Space Liaison Officers present. Protocol in early stages of development with further development in Year 2 of the project. Protocol and engagement/workshops will carry over to next financial year due to 2 year funding.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.4.1.9	Strengthening Business Cohesion workshops	Delivery of workshops	Business Connect to deliver workshops in October. This activity will be finalised in 2021/22.	Substantially Achieved	
2.4.1.10	Develop and deliver Aboriginal Custodianship and Caring for Country workshop	Delivery of 7 workshops for year 1 of the overall project	Preliminary planning, project scoping and tendering processes have been completed and will see the full delivery of Aboriginal Custodianship and Caring for Country workshops in the next stage of this two year project.	Partially Achieved	
2.4.1.11	Children's Services Resilience Project	Development of best practice emergency management, recovery, and resilience documentation for children's services	The resilience space within Children's Services in being driven in combination with our sector review phase. We are determining and collaborating on the very best operating models and hence the very best risk adverse resilience direction and strategy for the sector as we undergo change in operations. Continuing to be able to offer the important service of early childhood and middle childhood services to our diverse communities with contingency plans given any potential risk imposed on operations.	Achieved	
2.4.1.12	Audit of Evacuation and Recovery Centres	Audit undertaken	15 evacuation sites audited across Byron Shire. All contact details and floor plans updated for each location as well as specific requests around use of spaces, availability, and accessibility. Recommendations identified and implemented. Assembly Points nominated for drive through registrations due to COVID. Audit results distributed to Tweed Byron Local Emergency Management Officers.	Achieved	
2.4.1.13	Conduct a feasibility study for the development of an Emergency Services 'Hub'	Feasibility study completed	Consultant engaged; draft study submitted for review. Study indicates further work required to cover off the interdependencies associated with the Emergency Operations Centre operational plans actions being run concurrently. Extension of time request lodged with grant provider to work in with delivery of shared on ground services next financial year.	Substantially Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.4.1.14	Develop an Asset Protection Zone & Fire Trail Management Program	Program endorsed by the FNC BFMC	Significant progress in Ocean Shores with APZs and fire management plans under review, with this action recognized as a Very High priority in the current Far North Coast Bushfire Management Plan (RFS). The current APZ and fire management plans adopted for Ocean Shores in 2001 have lost relevance as the suburb has grown and the vegetation has developed into a more mature, less volatile rainforest. Existing maintenance regimes are under review to allow methodology to be adjusted where appropriate. Following endorsement of the proposed new fire management plans by RFS, identified budget will be used to implement recommendations and to reduce long established weed colonies in high risk areas of Ocean Shores.	Substantially Achieved	
2.4.1.15	Establish a local Emergency Operations Centre	New or existing EOC upgrade to current standards operational	For the past 12 months the EOC has been operating out of the Tweed Byron Local Area Command. A consultant has been engaged to undertake a feasibility study for an emergency hub and at the same time consider the requirements for establishing an EOC. A draft study has been submitted for review. Study indicates further work required to cover off the interdependencies associated with the Emergency Hub operational plans actions being run concurrently. Extension of time request lodged with grant provider to work in with delivery of shared on ground services for delivery next financial year.	Substantially Achieved	
2.4.1.16	Undertake remediation and improvement works at the evacuation and recovery centre	Remediation and improvement works completed	All identified remediation and improvement works have been completed at the CAV including emergency plans and automated doors	Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.4.1.17	Partner with non-government organisations and other levels of government to respond to issues arising from COVID-19	Responses identified and delivered	<p>Social platforms, GIVIT and crowdfunding sessions delivered to Byron Interagency. Disaster Resilience Officer continues to share COVID recovery grants, resilience initiatives, emergency preparedness workshops/events and upskilling opportunities via networks.</p> <p>Ongoing membership with Tweed Byron Local Emergency Management Committee continues to ensure that any changes in health declarations and COVID response and recovery initiatives are shared with other non-government organisations, services and community groups.</p>	Achieved	✓
2.4.1.18	Develop a Climate Wise Communities website	Ready Check online platform for community preparedness to extreme weather events available	<p>Byron's Climate Wise website was launched in May 2021 - https://climatewise.byron.nsw.gov.au/</p> <p>A media release was published and there were two 45 minute workshops in Byron Bay and Mullumbimby run by Council and Red Cross, as well as a demonstration of the website at the Climate Change Adaptation Plan's Information Session on 15th June 2021.</p>	Achieved	✓
2.4.1.19	Assist in delivery of community 'Firewise' education	As per FNCBMP	No recent opportunities to contribute to the program however staff remain ready to contribute as events are organized by Rural Fire Service and Fire & Emergency Response	Achieved	✓
2.4.1.20	Maintain official APZ, SFAZ, and fire trail access on council tenured land	3 times a year dependent on vegetation type	Programs have been escalated relative to dry weather which has allowed machine operators to access boggy areas. Programs are currently up to date.	Achieved	✓
2.4.1.21	Represent Council at Far North Coast Bushfire Management committee meetings quarterly	Quarterly reports to biodiversity advisory committee	Ongoing representation of council at meetings achieved.	Achieved	✓
2.4.1.22	Maintain fire management actions on FRS BRIMS database	As part of management actions	A new reporting portal "Sentinel" has been developed and training is soon to be rolled out.	Achieved	✓

2.4.2: Support community driven safety initiatives

Outcome	Council supported two initiatives to increase safety and perceptions of safety, including the Jonson Street Lighting project and Street Cruise - delivered in partnership with Byron Youth Service.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.4.2.1	Support and deliver programs that improve community safety	Number of community safety projects supported	Three initiatives supported to increase actual and perceived safety in the Byron Shire including: Jonson Street Lighting project, Schoolies and Street Cruise - delivered in partnership with Byron Youth Service.	Achieved	✓

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

Outcome	Staff continue to respond to CRM's in accordance with Council's 2021 Compliance Priorities Program
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2020/21 Operational Plan Activities


OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.4.3.1	Monitor, investigate and respond to unauthorised land use, development, and environment complaints	100% response to Very High Compliance Priorities identified in the Compliance Priority Program & 80% customer service requests completed	<p>Staff continue to response to all CRMs in accordance with Council's 2021 Compliance Priorities Program.</p> <p>Since 1 July 2020 there have been 988 CRMs received in this category and 898 completed.</p> <p>There are currently 251 outstanding at various stages in the compliance process. Very High Compliance Priorities are responded to immediately.</p>	Achieved	
2.4.3.2	Undertake proactive camping patrols of streets and public places throughout the Shire	Patrols of streets and public places undertaken for unauthorised camping activity (> 7 weekly) Patrol roster maintained to meet peak period demands	<p>Since 1 July 2020 there have been 625 CRMs received in this category, 629 finalised.</p> <p>Five remain outstanding.</p> <p>Routine staff rosters are maintained to ensure weekly patrols are undertaken. These patrols are increased to meet demand during busy periods, such as Easter and Christmas, and also in response to specific CRMs received. Staff undertake regular proactive joint patrols with other agencies such as NSW, NPWS, Crown Lands and Reflections Holiday Parks.</p> <p>During COVID camping patrols were amended to meet community needs and staff continue to provide appropriate support and referrals to rough sleepers identified during camping patrols.</p>	Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.4.3.3	Respond to people experiencing homelessness and rough sleepers through engagement and referrals to appropriate support and housing services	Number of contacts made & Number of referrals made (Year 1 Baseline)	<p>From 1 July 2020 there were 709 contacts. 197 referrals were made to support and housing services.</p> <p>Council's PSLO roles have proved to be invaluable and they continue to support and enhance other Council officers in their roles.</p>	Achieved	✓
2.4.3.4	Undertake proactive patrols of community parks and open spaces to monitor safe use by dogs and their owners	Patrols undertaken of town and village parks & open spaces (> 4 weekly) Patrol roster maintained to meet peak period demands	<p>Staffing is maintained to ensure Animal Enforcement Officers undertake regular patrols throughout the Shire. Proactive patrols of all off leash animal areas have been drastically increased and regular rosters have been amended to include staggered shifts across the Shire. Patrols in relation to specific CRMs continue. Staff have also achieved a number of positive outcomes from commencing court action in relation to dog attacks.</p> <p>Since 1 July 2020 there have been 836 CRMs received in this category. 88 of these related to dog attacks. 31 CRMs remain outstanding at various stages in the process.</p>	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.4.3.5	Provide companion animal management services	Annual reports and registration financial statements submitted to Office of Local Government by due date (100%) Dog attacks investigated within 24 hours of notification (100%) Animals impounded are returned to owner or rehomed (90%)	<p>Annual reports and registration financial statements were submitted to Office of Local Government by due date.</p> <p>There were 88 dog attacks reporting during the year. All reported dog attacks are investigated immediately. More serious incidents resulted in compliance action including court action of which all had positive outcomes and related media releases.</p> <p>All impounded animals were re-homed or returned to their owner.</p>	Achieved	✓
2.4.3.6	Facilitate companion animals education	2 programs delivered & communications updated to promote responsible pet ownership	<p>Annual education program to schools delayed due to COVID19 restrictions.</p> <p>Animal Enforcement Officers worked closely with Sustainable and Economy Directorate staff to assist in the development of a Dogs in Public Spaces Strategy, a Leash-Up Pilot Communication Project and development of a dedicate off leash dog park at Mullumbimby. Staff were also selected by RSPCA NSW to participate in their 4 year behaviour change project 'Keeping Cats Safe at Home'.</p>	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.4.3.7	Undertake regular and frequent parking patrols to increase availability and turnover in the Town and Village centres	Patrols undertaken of towns and villages (7 day/weekly) Patrol roster maintained to meet peak period demands & 80% customer service requests completed	<p>Staffing is maintained to ensure Parking Enforcement Officers undertake regular patrols throughout the Shire. During COVID the approach was altered and officers worked in an advisory capacity. Regular rostering has also been amended to ensure a greater presence during early and later hours.</p> <p>Since 1 July 2020 there have been 1,146 CRMs received in this category.</p> <ul style="list-style-type: none"> - 408 related to abandoned vehicles - 737 related to parking - 1 related to vehicles for sale. <p>58 remain outstanding.</p>	Achieved	✓
2.4.3.8	Monitor, investigate and respond to public and environmental health matters through proactive inspections and surveillance programs	Inspections completed compliance (>90%) Customer service requests attended to within response times (>85%) Comments to Liquor & Gaming Authority on license applications attended to within response times (>80%)	<p>All public and environmental health inspections identified as 'Very High' in the CPP are investigated immediately.</p> <p>Since 1 July 2020 there were 413 CRMs received in these categories.</p> <ul style="list-style-type: none"> - 115 were health related; - 298 were pollution related. <p>There are currently 102 outstanding CRMs. This is an outstanding achievement considering the extra obligations and duties that COVID has required of environmental health staff.</p>	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.4.3.9	Deliver the Food Premises inspection program	Inspections conducted in accordance with NSW Food Regulation Partnership includes inspections and markets/major events (80% completed) Compliance with legislation and food safety standards (> 90%)	100% (445) of food businesses were inspected in accordance with NSW Food Regulation. 142 COVID-19 site visits were carried out during the second half of 2020. The COVID site visits were to provide education and advice to assist business owners to comply with their COVID Safety Plan, public order, and health requirements. The environmental health officers continue to provide significant and vital assistance to local businesses and our community.	Achieved	✓
2.4.3.10	Deliver the Onsite Sewage Management System inspection program	Inspections completed (>10%) and system compliance (>80%)	The Onsite Sewage Management System program was delivered during 2020/21, although due to COVID, Public and Environmental Health staff were required to focus on assisting and educating food businesses with COVID Safety Plan and food safety requirements. The team recently engaged a graduate environmental health officer to focus on progressing this program in the next year.	Achieved	✓
2.4.3.11	Review the Onsite Sewage Management Policy and Procedure Manual	Policy review complete	A consultant has been engaged to undertake the policy review during 2021/22.	Deferred	▶▶
2.4.3.12	Deliver environmental and public health education programs to the community	Provide 'I'm Alert' online food education training (1) & Number of Food Safety Newsletters developed (2) distributed	In lieu of two newsletters, a number of fact sheets and tailored information about COVID-19 were developed and provided to food businesses. Staff delivered a COVID safety presentation to the Byron Events Industry Association.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.4.3.13	CCTV camera replacement in Jonson Street and Apex Park, Byron Bay	Replacement of 15 cameras	Replacement of CCTV equipment for Byron CBD is being implemented. Delays have been experienced with supply of equipment due to COVID supply constraints. The new equipment is partially online with the remainder due for completion by 31 July 2021.	Substantially Achieved	

2.5: Encourage community appreciation of cultural vitality and diversity

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

Outcome	An Aboriginal Cultural Heritage Management project scope was completed; however, the associated external funding application was not successful.
Exceptions	Funding remains an impediment to the Aboriginal Cultural Heritage Management project.

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.5.1.1	Scope Aboriginal Cultural Heritage Management Project	Scope completed with internal and external stakeholders and funding identified	Internal project scoping was completed; however, the associated external funding application was not successful. Funding remains an impediment to the project. The opportunity to train more staff in Aboriginal cultural heritage legislation has also been identified as a key piece of work while funding is pending.	Achieved	✓

2.5.2: Recognise and support the heritage of Byron Shire

Outcome	Council continues support heritage. The Local Heritage Places Grant program was finalised with funds going to building maintenance works at the Byron Bay Community Centre and Bangalow Masonic Lodge. Heritage information on the website being expanded and made easier through new online forms and processes.
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2020/21 Operational Plan Activities

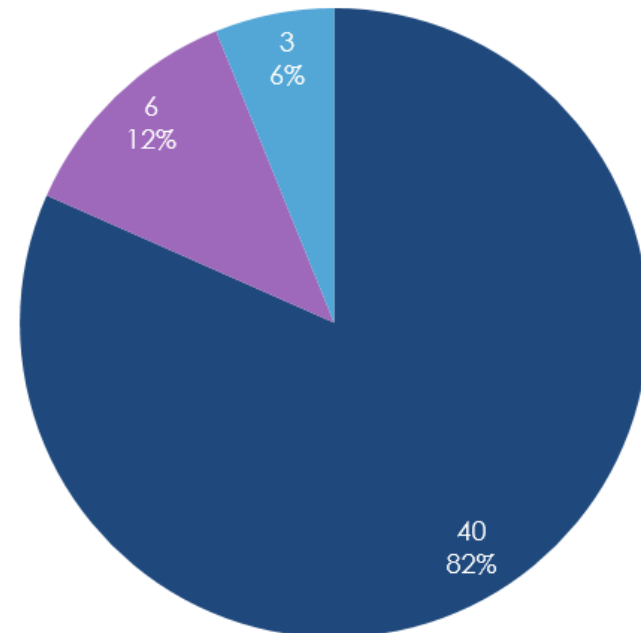
OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
2.5.2.1	Coordinate the Heritage Advisory Panel	4 meeting held	Meetings are held as per the dates set at the beginning of the year. Heritage Panel members receive notifications when development applications are received for heritage items or conservation areas. The final meeting for the year will be held on 9 September 2021.	Achieved	✓
2.5.2.2	Conduct the Local Heritage Places Grant Program	Program complete to meet OEH grant requirements	As part of the annual Local Places Grants program two projects were completed: - Byron Community Centre: Involved window hood replacement and façade maintenance; - Old Masonic Hall at Bangalow: Involved tree removal, façade maintenance and window repairs.	Achieved	✓
2.5.2.3	Coordinate the Heritage Advisory Service	Program complete to meet OEH grant requirements Level of service use (referrals and advice >10)	Staff are currently reviewing website information, forms, and processes to increase heritage information and services.	Achieved	✓



Community Objective 3: We protect and enhance our natural environment

- 3.1 Partner to protect and enhance our biodiversity, ecosystems, and ecology
- 3.2 Strive to become a sustainable community
- 3.3 Partner to protect and enhance the health of the Shire's coastlines, estuaries, waterways, and catchments
- 3.4 Support and secure our farming future

■ Achieved ■ Substantially Achieved ■ Partially Achieved



Community Objective 3: Environment



We protect and enhance our natural environment

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



3.1.1: Protect and enhance our natural environment and biodiversity


Outcome	<p>A number of significant environmental projects have been progressed and completed:</p> <ul style="list-style-type: none">- Wildlife corridor mapping has been progressed with the second draft under review by Council staff.- DCP Chapter B1 Biodiversity and DCP 2014 Chapter B2 Tree and Vegetation Management were finalised.- \$12,000 received from DPIE to install koala zone and signage on Mafeking Rd, Goonengerry.- \$25,000 received from DPIE for deployment of Leash-up 'If koalas could talk' video on regional television network.- DPIE funding \$20,000 received for koala SAT mapping in Coastal Koala Plan of Management Area.- Bangalow Koalas received grant funding to plant and maintain 3945 koala food trees at Bangalow Sewerage Treatment Plant.- Additional \$20,000 from DPIE for Leash Up pilot dog owner awareness project.- NSW Fish Habitat Grant for restoration of 190m of Brunswick River in project planning stage - collaboration with LLS. <p>Mullumbimby High School Trees for Koalas project in progress.</p> <ul style="list-style-type: none">- The E zone Review program is substantially progressed and to date Council is the only council in the Northern Rivers region to have applied environmental zones on private land, with most of this a result of agreed outcome with landowners.- Quarterly flying fox census completed, restoration progressing at Beech and Suffolk Park flying fox camps - weed control has been completed and 360 wetland plants have been planted to extend the Flying-fox habitat away from the closest houses, bank stabilisation project at Yoga Bera Creek, Mullumbimby, complete- Dog and Indian mynah trapping ongoing <p>-engagement and support to local farmers, over 200 people signed up to Byron Farmers Network database, over 35 farm visits completed, plus emails providing advice, two mentoring farmer field days held, two local grazing group farm site visit hosted at Myocum, Tropical soda eradication in progress (Rous County Council), call for expressions of interest to participate in environmental (primarily riparian) weed control, resulted in 10 applications, currently being reviewed.</p>
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2020/21 Operational Plan Activities


OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
3.1.1.1	Implement the Biodiversity Conservation Strategy	Investigate and apply for funding grants to deliver the Strategy	<p>June 2021: \$12,000 received from DPIE to install koala zone and signage on Mafeking Rd, Goonengerry.</p> <p>May 2021: Additional \$25,000 received from DPIE for deployment of Leash-up 'If koalas could talk' video on regional television network.</p> <p>Feb 2021 DPIE funding \$20,000 received for koala SAT mapping in Coastal Koala Plan of Management Area.</p> <p>April 2021: IFAW provided Bangalow Koalas with \$45,999 to plant and maintain 3945 koala food trees at Bangalow Sewerage Treatment Plant. Additional \$20,000 from DPIE for Leash Up pilot dog owner awareness project.</p> <p>NSW Fish Habitat Grant for restoration of 190m of Brunswick River in project planning stage - collaboration with LLS.</p> <p>Mullumbimby High School Trees for Koalas project in progress. School students assisted with planting on 4 May.</p> <p>Other Environment Trust Funded projects in progress:</p> <ul style="list-style-type: none"> - Flying Improvement - Flying fox habitat restoration. 	Achieved	
3.1.1.2	Revise Wildlife Corridor Mapping (Biodiversity Conservation Strategy action)	Wildlife Corridor Mapping progressed	<p>Measure achieved - the wildlife corridor mapping has been progressed with the second draft under review by Council staff.</p> <p>Community and stakeholder engagement will be delivered in 2021-22 financial year.</p>	Achieved	


OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
3.1.1.3	Continue to develop a Biodiversity DCP (Biodiversity Conservation Strategy action)	Biodiversity DCP prepared	DCP Chapter B1 Biodiversity was adopted by Council December 10, 2020, Resolution 20-692 and is available on Council's website. DCP 2014 Chapter B2 Tree and Vegetation Management was adopted at Mar 11 Council Planning meeting 2021. Resolution 21-065.	Achieved	✓
3.1.1.4	Seek to partner with key stakeholders to plan, implement and monitor an ecological and cultural burning hub at Broken Head Reserve Rd. (Biodiversity Conservation Strategy action)	Meet with stakeholders involved in Broken Head Reserve Rd project	Met with landholder in October 2020. Landholders continuing to plan and implement an ecological and cultural burn program.	Achieved	✓
3.1.1.5	Plan for hazard reduction/ecological burn at Honeysuckle Hill (Clay Heath) (Biodiversity Conservation Strategy action)	Investigate planning documentation for burn and community awareness activities.	Application for Hazard Reduction Burn Certificate postponed, awaiting migration from BRIMS to Guardian platform by the RFS. Once Guardian platform goes live (planned for July 2021), staff will require training in use of this prior to making HR Burn application. Cultural heritage site assessment complete. Ecological assessment complete. Annual monitoring complete.	Substantially Achieved	


OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
3.1.1.6	Investigate opportunities for Council to provide incentives for landholders to conduct restoration works on their properties that will assist with long term biodiversity conservation. (Biodiversity Conservation Strategy action)	Report to Biodiversity Advisory Committee	Private landholder restoration works progressing through NE Hinterland Koala Conservation Project, Byron Habitat Corridors, Koala Food for the Future and Mullumbimby High School Trees for Koalas project. Met with Local Land Services 21 April to provide input into LLS-Greening Australia project scoping for biodiverse carbon plantings project. Pests and Weeds Grant funded project also supporting restoration though funding 4.5 ha environmental weed control. Expressions of interest currently under review. Refer Action 3.1.1.14. This is an ongoing activity that will continue next financial year.	Achieved	
3.1.1.7	Continue the E zone review (Action No.9 from Rural Land Use Strategy)	Review progressed in stages	The E zone Review program is substantially progressed and to date Byron Shire Council is the only council in the Northern Rivers region to have applied environmental zones on private land, with most of this a result of agreed outcome with landowners. This is an ongoing action that will continue in 2021-22 financial year.	Substantially Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
3.1.1.8	Implement the Shire wide Integrated Pest Management Strategy	Implement budgeted program	Funded elements of the plan are progressing with the steam weeding program as adopted ongoing and on track. Under the Small Steps to Healthier Rural Roadsides program staff operating under current protocols developed and adopted in regard to the use of pesticides and are working to minimise its use wherever possible. Staff responsible for rural vegetation management (slashing) have also received refresher training on the significance of roadside vegetation and how to identify those areas where specialist treatment such as bush regeneration is the more appropriate tool. Landowners are being encouraged to take on stewardship for adjacent road reserve if it can be performed in a way that maintains the high environmental values that it may possess, as these areas are adopted their locations will be shared with maintenance staff to avoid conflicts.	Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
3.1.1.9	Implement the Flying Fox Camp Management Plan	Meetings with Community Project Reference Group Grant funding sought	Restoration progressing at Beech Camp, Suffolk Park as part of Environment Trust Flying Improvement Project. Primary weed control has been completed and 360 wetland plants have been planted to extend the Flying-fox habitat away from the closest houses. Bank stabilisation project at Yoga Bera Creek, Mullumbimby, complete. 250 plants planted at Paddy's Creek camp. Redecking of footbridge at Paddy's Creek complete. Request for Quote sent out for 2 ha restoration at Mullumbimby camp. This is an ongoing action that will be continued in 2021-22 financial year.	Achieved	✓
3.1.1.10	Continue to undertake the Flying Fox National Census	Survey flying fox camps every 3 months	Quarterly census completed May 2021, Feb 2021, Nov 2020, Aug 2020.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
3.1.1.11	Implement the Koala Plan of Management	<p>Continue delivery of key Byron Shire koala projects</p> <p>Investigate and apply for funding grants to deliver the Plan</p>	<p>Koala habitat restoration projects in progress:</p> <ul style="list-style-type: none"> - NE Hinterland Koala Conservation Project - all sites identified, planting/restoration in progress; Year 2 report submitted; - Byron Habitat Corridors - Project complete, report submitted to Environment Trust. - Koala Food for the Future - planting in progress/planned at 11 sites. - Mullumbimby High School Trees for Koalas project - 2 x School community plantings - Oct 2020 and May 2021. 2 x sites identified for further planting. <p>Leash Up pilot dog owner awareness project in progress. Additional funding from DPIE: Nov 2020 - \$20,000 project delivery, May 2021 - \$25,000 TV advertising campaign. Signs, on-line and TV education campaign launched May 2021.</p> <p>Koala Activity Surveys Coastal Koala Plan of Management area (\$20,000 funding from DPIE) - completed for 42 of 60 sites.</p> <p>This is an ongoing action that will continue in 2021-22 financial year.</p>	Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
3.1.1.12	Partner with key stakeholders on koala research and management projects, including - NE Hinterland Koala Conservation Project - North Coast Koala Linkage and - development of a Regional Koala Strategy for the North Coast through the Regional Koala Communications Group. (Koala Plan of Management action)	Attend project meetings/workshops	NE Hinterland Koala Conservation Project - all sites identified, planting and maintenance works in progress. North Coast Koala Linkage project complete. Staff partnering with other local councils to develop a Regional Koala Strategy for the North Coast region. Funding secured for 2021 koala activity study across the region. 6 x meetings with Regional Koala Group attended. Partnered with Bangalow Koalas and IFAW to plant 3945 koala habitat trees on Council land at Bangalow Sewerage Treatment Plant. Second set of signs ordered for WWF koala sign trial. Partnered with Goonengerry Landcare to successfully gain funding to install Koala Zone pavement painting and signs at Mafeking Rd, Goonengerry. This is an ongoing action that will continue in 2021-22 financial year.	Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
3.1.1.13	Deliver and report on feral animal projects (Action in Pest Animal Management Plan)	Report to Council on trapping program Participate in Feral Deer Working Group Commencement of an Indian Myna Trapping Program	Wild dog, cat, and fox trapping program in progress. July 2020-Jan 2021 trapping report received and data entered into FeralScan. Further trapping to progress Jan-July 2021. Local Land Services wild dog trapping commenced in SW Shire, complementing Council's existing program. Indian Myna pilot trapping program: 9 cages available and being provided to people in Mullumbimby-Brunswick Heads (pilot project area). Currently 10 people are participating in the program and 95 Indian Mynas have been trapped. Training in trapping being offered shire wide. The trapping program is working well from enquiries from interested community members. Promotion of program will commence when more traps are available. LLS feral cat trapping program about to commence. Council staff consulting with community and providing information on high priority sites. Program will also include community training to improve community capacity to trap feral cats. Action ongoing.	Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
3.1.1.14	Deliver the pests and weeds grant funded project	<p>Deliver agricultural and environmental weed control program</p> <p>Provide extension services to rural landowners</p>	<p>Agricultural extension officer is progressing engagement with local farmers in the shire. Over 200 people signed up to Byron Farmers Network database, over 35 farm visits completed, plus emails providing advice.</p> <p>Two mentoring farmer field days held. Two local grazing group farm site visit hosted at Myocum.</p> <p>Tropical soda eradication in progress (Rous County Council).</p> <p>Contractor engaged for pest animal trapping.</p> <p>Call for expressions of interest to participate in environmental (primarily riparian) weed control, resulted in 10 applications. These currently being reviewed.</p> <p>This is an ongoing project that will continue until end December 2021.</p>	Achieved	✓
3.1.1.15	Continue program of steam (non-chemical) weeding	Delivered in accordance with budget and program	Programmed steam weeding and cleaning completed across towns & village CBD areas, playgrounds, drinking fountains and other high use public infrastructure.	Achieved	✓
3.1.1.16	Commence development of waterway management policies for waterways with relevant state agencies and the Byron Shire Floodplain Risk Management Committee.	Commencement of waterway management policy development.	Policy development commenced and reported to Floodplain Risk Management Committee on 17 June 2021.	Achieved	✓

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

2020/21 Operational Plan Activities



OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
3.1.2.1	Undertake bush regeneration activities to maintain and expand restoration of HEV sites on Council owned or managed lands forming part of the Council bush regeneration program	Delivered in accordance with budget and program	High profile bush regeneration sites are being maintained to a high standard.	Achieved	✓
3.1.2.2	Respond to biosecurity threats in accordance with regulatory direction and agreement.	No breaches issued, timely response to directions	All biosecurity actions are up to date with no new notices served on council.	Achieved	✓
3.1.2.3	Continuation of mentoring of volunteer community Landcare and Dune care groups and progression of the Small Steps to Healthier Roadside Program	3 entities supported per annum	Support is being provided to Dunecare groups across the Shire as required.	Achieved	✓
3.1.2.4	Progression of high profile sites to maintenance levels for restoration works	5 sites achieved	The 3 high profile high sites commenced in 2020 are now at maintenance level, with the majority of primary work completed at Casuarina St Mullumbimby, Ironbark Ave Byron, Jubilee Ave Mullumbimby and with significant progress made at Salt Water Creek Mullumbimby.	Achieved	✓

3.2: Strive to become a sustainable community




3.2.1: Work towards Council's zero-emissions target






Outcome	Delivery of Net Zero Emissions Action Plan continues with defining Council's emissions boundary in accordance with Climate Active. Annual Emissions Inventory was reported to Council and we are on track to achieve 2025 Net Zero Emissions Target. The 'draft Climate Change Adaptation Plan' was presented to 3 June Strategic Planning Workshop and a community information session was held on 15 June 2021. The draft plan is being reported to Council in August.
Highlights	<p>Net Zero Emissions Action Plan for Council Operations 2025 adopted</p> <p>Plan of Management for 33 Charlotte Street Bangalow to enable a community garden adopted</p> <p>Sustainable Catering Policy adopted</p> <p>The 'draft Climate Change Adaptation Plan' developed</p>

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
3.2.1.1	Deliver the Net Zero Emissions Action Plan for Council Operations 2025	<p>Internal Working Group meetings (2)</p> <p>Report to Council to define Council's emissions boundary</p> <p>Annual report to Council on delivery of Action Plan</p>	Two internal working group meetings have occurred over the past year in relation to delivering the Action Plan and defining Council's emissions boundary in accordance with Climate Active. Measures 1 and 3 were completed, and measure 2 has been delayed due to SERAC not meeting quorum at the 17 June 2021 meeting. The report on defining Council's emissions boundary will now be reported to the August Council meeting. The report recommends adopting the emissions boundary and reviewing it after one year of complete data collection.	Substantially Achieved	
3.2.1.2	Prepare Annual Emissions Inventory to determine progress towards 2025 Net Zero Emission Target	Annual Emissions Inventory reported to Council	Annual Emissions Inventory was reported to Council at 17 December 2020 meeting. Council on track to achieve 2025 Net Zero Emissions Target.	Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
3.2.1.3	Investigate a digital fuel card system for the bulk fuel supply	Report to Executive Team	Investigations commenced, to be reviewed by management. Further work needs to be done to determine the current condition of existing depot fuel tanks, bowser, and storage arrangements to determine cost estimates to facilitate bulk delivery and an integrated digital card system.	Partially Achieved	<input type="checkbox"/>
3.2.1.4	Investigate Council's methane gas flare and Australian carbon credit unit generation in line with net zero emissions target	Report to Council	Work on this project is continuing to ensure an adequate assessment of the actual vs potential methane flare capture, as well as the best management of the ACCU's moving forward. This will need to be undertaken with reference to the NSW DPIE Waste and Sustainable materials Strategy.	Partially Achieved	<input type="checkbox"/>
3.2.1.5	Investigate streetlight bulk rollout of LED lighting	Report to Council	Bulk LED streetlight rollout Included in the action plan for Net Zero emissions reported to August 2020 Council meeting. Bulk rollout by Essential Energy programmed for completion 2025.	Achieved	<input checked="" type="checkbox"/>

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
3.2.1.6	Council decision for 'Go/No Go' on construction for Bioenergy Facility, subject to State/Federal authorities	In accordance with project schedule	Council completed major milestones this year. The Project Team built a third-party financial model with Deloitte, achieving an accepted Expression of Interest for the ARENA Advancing Renewables Program, completed the EIS and lodged the DA for the development. Council has also engaged GHD and Deloitte in an Early Contractor Involvement process with Skala/Bekon, the Design & Construction contractor. Neighbouring Councils have been engaged in discussions with Byron Shire Council for long-term supply agreements to provide green bins' FOGO as feedstock to the Bioenergy Facility. Once the Early Contractor Involvement process and draft feedstock agreements are in place, Council will proceed with its Full Application to ARENA for grant funding. A Grant Funding application was also submitted to the Building Better Regions Fund on 11 March.	Substantially Achieved	
3.2.1.7	Monitor Solar Performance at STP and provide annual report	Complete annual report	The solar arrays at the STPs are performing as per design and providing a considerable amount of each sites electricity requirements 18% at Byron STP, 22% at Brunswick Valley STP and 24% at Bangalow STP. The benefits from the systems can be clearly seen in the improvement of the energy consumption baseline at these sites. A report is to be finalised using the data for the entire financial year.	Substantially Achieved	
3.2.1.8	Finalise Sustainable Catering Policy for Council	Policy finalised	Sustainable Catering Policy was adopted in October 2020 following no public submissions, in accordance with Res 20-300. The new Policy was distributed to relevant internal staff. (E2020/82441)	Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
3.2.1.9	Develop and implement a Climate Adaptation Plan	Plan developed and actions commenced	The 'draft Climate Change Adaptation Plan' was presented to 3 June Strategic Planning Workshop and a community information session was held on 15 June 2021. The draft plan is currently open for public comment before being reported to Council in August.	Substantially Achieved	
3.2.1.10	Regular reporting requirements for international partnerships (Global Covenant of Mayors, ICLEI (Cities With Nature), Cities Power Partnership, Carbon Disclosure Project)	Complete annual online reporting Participate as a Pioneer City in ICLEI's Cities With Nature initiative.	All partnerships are ongoing. Council to complete Annual ICLEI and Carbon Disclosure Project reporting in July 2021, in accordance with ICLEI's timeline. Council participated in a survey as part of ICLEI's Cities with Nature initiative.	Achieved	
3.2.1.11	Public Food gardens - continue to maintain public food garden outside Council Chambers	Garden maintenance days (6)	Garden maintenance is being managed in house by the Open Spaces team. There will be approximately 6 garden maintenance days per year.	Achieved	
3.2.1.12	Monitor solar assets	Monitoring hardware and Solar Analytics subscription installed on all existing solar assets. Conduct training for confirmed solar asset managers	All hardware and software work was completed. Maintenance contracts for all Council solar are now overseen by Property Maintenance team, with the Sustainability team continuing to monitor solar performance and provide assistance when needed.	Achieved	
3.2.1.13	Prepare a Plan of Management for 33 Charlotte, Street Bangalow to enable the express authorisation of a community garden.	Plan finalised	Plan of Management for 33 Charlotte Street, Bangalow, adopted at the 17 December 2020 Council Ordinary meeting.	Achieved	

3.2.2: Support community environmental and sustainability projects

Outcome	Continued supporting community groups by attending meetings, workshops and providing information on a variety of themes within the coastal, biodiversity and sustainability remit. This included: 1st Smart farms workshop you and your land; Soil keep pasture improvement work shop cohosted/supported with Tweed land care and Tweed Council; Prime X attendance establishing and building on various collaborative relationships with LLS, Southern cross Uni, Lismore council; EOI for funding assistance weed control program out to 70 + Farmers; Myocum Graziers walk and talk; engagement with the Byron farmers network (info on grants, workshops, field days and farm safety training courses); Responded to 16 biodiversity enquiries; 5 letters of support for community group grant applications; Identified sites for wild grown macadamias donated by the Wild Macadamia Association; Provided funding of \$1000 to support Brunswick Valley Landcare's Schools Wildlife Safe Havens initiative. Ongoing support to community gardens in accordance with Council's Policy.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
3.2.2.1	Provide coastal, environmental and sustainability information and encourage and support community activities and groups	<p>Participate in and deliver environmental and sustainable events and information that is relevant to our community.</p> <p>Support coastal, environmental and sustainability community groups</p> <p>Support Zero Emissions Byron (ZEB)</p>	<p>Community groups were supported by attending meetings, workshops and providing information on coastal, biodiversity and sustainability. This included: 1st Smart farms workshop you and your land; Soil keep pasture improvement work shop cohosted/supported with Tweed land care and Tweed Council; Prime X attendance establishing and building on various collaborative relationships with LLS, Southern cross Uni, Lismore council; EOI for funding assistance weed control program out to 70 + Farmers; Myocum Graziers walk and talk; engagement with the Byron farmers network (info on grants, workshops, field days and farm safety training courses).</p> <p>Council also supported community groups by responding to 16 biodiversity enquiries; providing 5 letters of support for community group grant applications; identified sites for wild grown macadamias donated by the Wild Macadamia Association; and provided funding of \$1000 to support Brunswick Valley Landcare's Schools Wildlife Safe Havens initiative.</p>	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
3.2.2.2	Participate in regional sustainability and environmental working groups and initiatives.	Attend Sustain Northern Rivers/Energy Working group; Northern Rivers Fire and Biodiversity Consortium	Continued participating in regional sustainability and environmental working groups and initiatives. This included: Meetings with Casino food co-op, NSW Fisheries, Rous County Council, Lismore Council and NSW DPI on creating catchment health initiatives and projects; Presentation and Q&A with local group Turning point talks; Consultation and engagement with agencies and key stakeholders on the development of Coastal Management Programs.	Achieved	✓
3.2.2.3	Support community gardens in accordance with the Policy and Guidelines	Provide guidance and liaise with new and existing community gardens	Council is in contact with all community garden committees regularly. Council has commenced an Expression of Interest process for the Suffolk Park Community Garden in Linda Vidler park - applications close 21 July 2021.	Achieved	✓
3.2.2.4	Support Friends of the Koala, Bangalow Koalas and Wires through the Regional Koala Communications Group.	Participate in Regional Koala Communications Group meetings	Staff attended 6 x Regional Koala Communications Group meetings in 2020-21. Partnered with Bangalow Koalas and IFAW for koala habitat planting at Bangalow STP - 23 April 2021. This is an ongoing action that will be continued next financial year.	Achieved	✓
3.2.2.5	Support Brunswick Valley Landcare to deliver the Land for Wildlife Program and biodiversity enquiries	Quarterly reports to biodiversity advisory committee	Landcare Support Officer continuing to respond to enquiries and follow up EOIs for Land for Wildlife. 139 Properties currently registered for Land for Wildlife in Byron Shire. Grant funded projects in progress: Mooiball Spur corridor restoration, Broken Head coastal corridor, SOS Phyllanthus project, Adapting to Climate Variability Project, WIRES & Landcare Wildlife Safe Havens project, OzFish Fish Habitat Planting and the Maslen Arboretum Take a Walk in the Park project, Working Together funding for aboriginal traditional owners to attend BVL Smart Farms and Seeds of Hope events. Responded to over 150 enquiries in 2020-21 Financial year. This is an ongoing action that will continue next financial year.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
3.2.2.6	Complete and maintain the Sustainable Living hub	Complete online platform	Web updates completed in the Sustainable Living section of Council's website, and Sustainability E-Newsletter has been re-launched, with emails going out quarterly.	Achieved	✓
3.2.2.7	Finalise delivery of the Recognition program that acknowledges our sustainable community groups; individuals and businesses	Delivered	The Sustainability Awards was completed in August 2020, with all 14 winners promoted in a Showcase via Council's website, social media, and e-newsletter.	Achieved	✓
3.2.2.8	Develop capital works plan in line with the 'Enquiry by Design' for the Brunswick Valley Sustainability Centre Management Plan	In accordance with project schedule	The Brunswick Valley - Vallances Road Vision and Roadmap was completed in May 2021. The Roadmap recommendations were presented at the 24 June 2021 Ordinary Council meeting.	Achieved	✓




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

3.3.1: Implement Coastal Management Program

Outcome	<p>A number of significant coastal projects are being progressed:</p> <ul style="list-style-type: none"> - draft Scoping Study for the Southern Shire Coastline (including Tallow and Belongil Creek catchment) prepared and reviewed by public agencies and public - Federal Fish Habitat riverbank project environmental surveys and development of approvals commenced. Bank and aquatic rehabilitation structural design in preparation with works to be completed in FY2021/22. - Main Beach Shoreline Project (Jonson Street protection works) - Community and stakeholder feedback and submissions are being evaluated with outcomes aiming to be reported to Council once complete. Additional historical assessment completed for the works to be added to the Baseline Assessment.
Highlights	Successful application under the Federal Fish Habitat Grant for a 2 year project to protect, enhance and improve the aquatic habitat of 190m of riverbank in the upper estuary of the Brunswick Rover, Mullumbimby

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
3.3.1.1	Continue preparing a Coastal Management Program (CMP) in accordance with the staged process for Cape Byron to South Golden Beach	Coastal Hazard Assessment progressed	Proposals reviewed and preferred consultant selected. Project due to kick-off due end of July with key deliverables expected by December 2021.	Achieved	✓
3.3.1.2	Continue pre-construction phase of Main Beach Shoreline Project (Jonson Street protection works)	Design progressed	Community and stakeholder feedback and submissions are being evaluated with outcomes aiming to be reported to Council once complete. Additional historical assessment completed for the works to be added to the Baseline Assessment.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
3.3.1.3	Continue Bringing Back the Brunswick River Project	Deliver Habitat Action Grant Investigate grant opportunities	Federal Fish Habitat riverbank project environmental surveys and development of approvals commenced. Bank and aquatic rehabilitation structural design in preparation with works to be completed in FY2021/22.	Achieved	
3.3.1.4	Commence a Coastal Management Program (CMP) in accordance with the staged process for Cape Byron Southern Coastline (including Tallow and Belongil Creek Catchment)	Stage 1 scoping study progressed	Public comment and submissions period has closed on the (draft) Scoping Study for the Southern Shire Coastline (including Tallow and Belongil Creek catchment). Submissions and feedback being reviewed. Submissions report and final Scoping Study (for adoption) being prepared for 5 August Council Planning meeting.	Achieved	
3.3.1.5	Construct additional flowpath from Byron STP subject to funding.	Project practical completion	Contract awarded and works have commenced. Delays in the delivery of the screening system have resulted in this project needing to be carried over to 2021/22 Operational Plan.	Partially Achieved	

3.4: Support and secure our farming future

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

Outcome	Agriculture Action Plan adopted and implementation commenced. Rural Landholders Handbook produced and distributed to workshop participants and available online and at selected rural stores. Farmers Farm and Cows Do Moo booklet reprinted. Two Smart Farms workshops held with more planned.
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2020/21 Operational Plan Activities

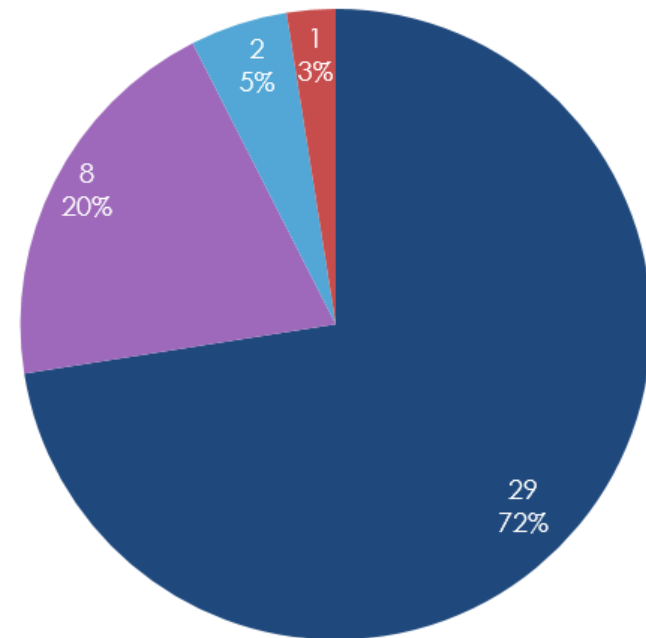
OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
3.4.1.1	Finalise and commence implementation of the Agriculture Action Plan	Finalise Plan	Agriculture Action Plan adopted by Council 22 April 2021, Resolution 21-149. Implementation commenced.	Achieved	✓
3.4.1.2	Continue to deliver Smart Farms -Small Grants project	Deliver field days/workshops (3) Deliver farming mentoring program Develop rural landowners handbook	500 copies of Rural Landholders Handbook printed. To be distributed to workshop participants and available online and at selected rural stores if numbers allow. 250 copies of Farmers Farm and Cows Do Moo booklet reprinted. Two Smart Farms workshops held. Four more planned in 2021-22 financial year.	Achieved	✓
3.4.1.3	Continue to convene Agricultural Cluster Group Meetings	Meetings (3) Expand sectoral representation	3 Agriculture Cluster Group meetings held in 2020-21. This is an ongoing activity that will continue in 2021-22.	Achieved	✓



Community Objective 4: We manage growth and change responsibly

- 4.1 Support the visions and aspirations of local communities through place-based planning and management
- 4.2 Support housing diversity in appropriate locations across the Shire
- 4.3 Promote and support local business development, education, and employment opportunities
- 4.4 Support tourism and events that reflect our culture and lifestyle
- 4.5 Work to improve community resilience in our changing environment

■ Achieved
■ Partially Achieved
■ Substantially Achieved
■ Not achieved



Community Objective 4: Growth


We manage growth and change responsibly

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






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






Outcome	Projects well underway and delivered include: <ul style="list-style-type: none">-Planning Proposal and DCP chapter to amend Planning controls for Byron Bay town centre progressed-establishment of a Design Panel for Byron Bay Town Centre progressed to EOI- Implementation of Our Mullumbimby Masterplan, Bangalow Village Plan and Byron Arts and Industry Estate Plan continues with Place Planning Collective and Mullum Talking Streets Project- a community led master planning process for Federal Village is now underway.- One way traffic trial for Centennial Circuit in place until November 2021.- planning for park activation in Bayshore Dr well progressed
Highlights	Finalise the Byron Arts and Industry Estate Precinct Plan

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
4.1.1.1	Progress draft Planning Proposal and DCP chapter to amend planning controls for Byron Bay town centre (Byron Bay Town Centre Masterplan action)	Updated DCP & LEP provisions reported to Council	LEP/ DCP amendments substantially achieved. Waiting for final PCO opinion, which will allow the amendments to be made.	Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
4.1.1.2	Investigate establishment of a Design Panel for Byron Bay Town Centre	Prepare Terms of Reference and Report to Council	Terms of reference reported to Council in May 2021. Council resolved to adopt ToR and move to an Expression of Interest to form the panel (Res 21-187)	Achieved	✓
4.1.1.3	Scope the development and implementation a strategic repositioning and behaviour change campaign for visitation to Byron Shire (Sustainable Visitation Strategy action)	Campaign developed and reported to council	Council resolved not to continue the finalisation of the Sustainable Visitation Strategy. Instead, Council resolved to prepare a whole of business industry strategy, which will include tourism.	Substantially Achieved	
4.1.1.4	Develop a Landscape Plan for Stuart St Greenspine (Our Mullumbimby Masterplan action)	Design developed Construction commenced	Landscape plan has been developed and initial consultation complete. Construction works have commenced in Stuart Street. Further consultation and construction is programmed for 2021/22.	Achieved	✓
4.1.1.5	Implement Our Mullumbimby Masterplan, Bangalow Village Plan and Byron Arts and Industry Estate Plan	Place Planning Collective meetings Internal working group meetings Funding implementation Plan prepared in consultation with Directorates for next year's budget Investigate and apply for grant funding	Place Planning Collective meetings and Internal Staff working group meetings have been delivered throughout the year. Funding implementation plan was prepared and grant applications have been applied for as they became available.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
4.1.1.6	Investigate priority needs for future masterplans	Report to Council	Council has endorsed a community led masterplanning process for Federal Village. This process is now underway. Information about the project can be found on Council's website.	Achieved	
4.1.1.7	Prepare Structure Plan and Development Control Plan for Bangalow town centre/Station Street (high priority action from the Bangalow Village Plan)	Structure plan and DCP prepared	Project substantially underway but will require further consultation and refinement in 2021/2022 OP. Project will continue into 2021/2022 financial year.	Substantially Achieved	
4.1.1.8	One way traffic trial for Centennial Circuit (Byron Arts and Industry Estate Precinct Plan action)	Report to Council on trial	One-way traffic trial in place and underway until November 2021. Staff have received positive feedback at the beginning of the trial. Project will carry over into 2021/22 with option for 'formalisation' of trial dependent on the outcomes of further community feedback on the project.	Substantially Achieved	
4.1.1.9	Finalise the Byron Arts and Industry Estate Precinct Plan	Plan finalised	Precinct Plan adopted at Council meeting 20 June 2020	Achieved	
4.1.1.10	Park activation Bayshore Dr (Byron Arts and Industry Estate Precinct Plan)	Park established	Unforeseen circumstances (COVID, delays to Additional Flow Path Project) meant that the Pocket Park has been delayed. It is still on track for completion, with staff hoping to align construction with the additional flowpath work later in 2021. Carry over project to 2021/2022 financial year.	Substantially Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
4.1.1.11	Amend Local Environmental Plan and Development Control Plan in accordance with Mullumbimby Hospital Precinct Plan	Amendments progressed	Additional site contamination was identified following demolition which are close to being resolved. This resulted in the design work being put on hold pending resolution of contamination/ remediation. This consequently delayed any work being able to progress on the LEP and DCP amendments. Activity will be undertaken in new financial year.	Not achieved	
4.1.1.12	Finalise Local Strategic Planning Statement	LSPS adopted and priority actions commenced	LSPS adopted and implementation of actions underway.	Achieved	
4.1.1.13	Progress Sandhills Reserve management transition in accordance with Crown Lands Management Act.	All actions required of Council complete	Council continues to work with stakeholders and DPIE-Crown Lands in relation to options for future management of the Sandhills Reserve (currently directly managed by DPIE-CL). All actions required of Council to end of financial year have been completed.	Achieved	
4.1.1.14	Develop a community led masterplanning process for Federal village	Project scope and methodology reported to Council	The project scope and methodology for Federal Masterplan was reported to Council at the 10 December 2020 Council meeting. The project scope and methodology was endorsed (refer resolution 20-689)	Achieved	
4.1.1.15	Develop 'Streets as Shared Spaces' in accordance with funding	Milestones completed in accordance with grant funding agreement.	Final trial measures to be implemented in July 2021. Trial to be completed at end of calendar year.	Substantially Achieved	




4.1.3: Manage development through a transparent and efficient assessment process



Outcome	Council's development assessment processes continue to evolve with the NSW Planning Portal being mandated for development, complying and other post consent certificates. Council was in a good position, being an early adopter of the portal have been able to make the necessary changes to support the implementation without affecting our assessment timeframes. The first six months of 2021 has seen a sharp increase in DAs being lodged, staff are assessing up to 60 applications which is well above the best practice guidelines issued by the Department of Planning.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
4.1.3.1	Assess and determine development applications	1. Time taken to determine development applications under delegated authority - Average = 70 days, Median = 60 days 2. Time taken to determine modification applications under delegated authority - Average = 50 days, Median = 40 days 3. % of applications determined within 50 days under delegated authority >50% 4. % of modified applications determined within 40 days under delegated authority >60%	There was a sharp increase in DAs (and Mods) submitted over 2020/21 that can be attributed to Government incentives (HomeBuilder), a buoyant property market and people with more money to spend on renovations due to travel restrictions. 1. Time taken to determine development applications under delegated authority - Average = 60 days, Median = 43 days 2. Time taken to determine modification applications under delegated authority - Average = 39 days, Median = 26 days 3. % of applications determined within 50 days under delegated authority 55% 4. % of modified applications determined within 40 days under delegated authority 75%	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
4.1.3.2	Assess and determine construction certificates	80% Construction Certificates processed in less than 28 working days; 80% subdivision certificates processed in less than 28 working days	As of 1 July, Council's and Certifiers are now mandated to use the NSW Planning Portal to submit construction, complying development and occupation certificates. 83% Construction Certificates processed in less than 28 working days; 100% Subdivision Certificates processed in less than 28 working days.	Achieved	✓
4.1.3.3	Assess and determine complying development applications	80% Complying Development Applications processed in less than 20 working days	100% Complying Development Applications processed in less than 20 working days	Achieved	✓
4.1.3.4	Provide certification inspection services	Undertake 95% of inspections within 2 working days	All inspections are now requested online using Council's online booking form. Applicants have the ability to upload mandatory documentation at the time of booking.	Achieved	✓
4.1.3.5	Respond to and investigate complaints against building standards	Undertake 100% of inspections within 2 working days	Complaints that relate to lower risk to human life are risk assessed and inspected for further action by either Council Certifiers or Enforcement Officer. Complaints requiring referral to the Building Professional Board are referred as necessary.	Achieved	✓
4.1.3.6	Conduct the Swimming Pool and Fire Safety inspection program	Statutory requirements met	Swimming Pool Inspections undertaken on application in accordance with legislation. There have 116 inspections undertaken since the beginning of the year.	Achieved	✓
4.1.3.7	Share information through builder and developer forums	Newsletters circulated to the building and development industry (6) Newsletters available online	A total of 7 x Planning eNews have been sent out during the 2020-2021 financial year, which is >100% of the minimum requirement of 6 per financial year.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
4.1.3.8	Adaptable housing for multi-dwelling housing or medium density housing in accordance with DCP		Greater than 17% of dwellings in approved multi-unit or medium density housing to be adaptable for July 2020 to June 2021 exceeds the minimum 10% requirement.	Achieved	
4.1.3.9	Provide pre-lodgement advice and assistance to applicants	80% development related advice provided within 21 days 80% DAP minutes provided within 10 days	88% Development related advice provided within 21 days. 100% DAP minutes were provided within 10 days.	Achieved	
4.1.3.10	Prepare a Planning Proposal to enable precinct based Short Term Rental Accommodation.	Planning proposal progressed in accordance with Gateway	State Government Planning Development Unit have engaged a consultant to undertake an Economic Impact Assessment (EIA) to inform Council's Short Term Rental Accommodation Planning Proposal. EIA expected late this year. This project will carryover into 2021/22.	Partially Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
4.1.3.11	Prepare and assess Planning Proposals and Development Control Plans, and amend Local Environmental Plan maps	<p>80% of applicant initiated planning proposals reported to council within 90 days once the applicant is formally advised that sufficient information has been supplied to consider their request.</p> <p>Planning Proposal procedure revised</p>	<p>One planning proposal was reported to Council > 90 days since being accepted on the Planning Portal, mainly due to additional time required to ensure road infrastructure funding matters were adequately addressed. Status of other applicant-funded planning proposals is presented below:</p> <ul style="list-style-type: none"> - 31 Alidenes Road, Wilsons Creek: Gateway authorisation received; on public exhibition until 9 July - 158 Jonson Street, Byron Bay: public exhibition finished 7 June; - Elements land at Bayshore Drive Byron Bay: exhibition finished on 16 May; submissions review underway - 83 Yagers Lane, Skinners Shoot: adopted by Council on 13 May 2021; with the Department of Planning, Industry & Environment for finalisation - The Farm, Ewingsdale Road, Byron Bay: exhibition finished on 31 May 2021; submissions report being prepared. - 951 Broken Head Road, Broken Head: progressing an amended Planning Proposal following Council's decision at 21 May 2020 meeting and pending completion of coastline hazard study 	Achieved	
4.1.3.12	Progress Phase 1 DCP Character Design Guideline for Low Rise Medium Density Housing Code	Phase 2 DCP Character Design provisions adopted	Complete - Adopted by Council on 17 September meeting and effective as of 28 September 2020.	Achieved	



OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
4.1.3.13	Administer 10.7 certificates, allocation of property addresses and update property subdivisions in GIS and Authority	<p>95% of 10.7 requests processed in 5 working days</p> <p>Report monthly on requests for property addresses</p> <p>Update property information in Authority and GIS</p>	Approximately 95% of Section 10.7 Planning Certificate applications processed within 5 working days.	Achieved	
4.1.3.14	Phase 2 Style Guide: part of progress DCP Character Design Guideline for Low Rise Housing Diversity Code	Draft Style Guide prepared and reported to Council for public consultation	Work on this project has been delayed pending further information on the Department of Planning, Industry and Environment and Government Architect Design and Place SEPP. The NSW DPIE website advises a final Design and Place SEPP will go on public exhibition later in 2021. The final Design and Place SEPP will inform what, if any, further work is required on this action.	Partially Achieved	



4.2: Support housing diversity in appropriate locations across the Shire

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

Outcome	<p>Planning proposal and draft affordable housing contribution scheme submitted to NSW Department of Planning, Industry and Environment (DPIE).</p> <p>Housing options report and project feasibility assessment for Lot 22 Structure Plan completed.</p> <p>Residential Strategy adopted by Council and Planning Proposal for Lot 22 submitted to DPIE for Gateway - both are being peer reviewed by consultants engaged by DPIE</p>
Highlights	Final Residential Strategy adopted by Council (Res 20-686)

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
4.2.1.1	Prepare an Affordable Housing contribution scheme under SEPP 70 to be incorporated in the local planning framework controls (Action in Residential Strategy)	<p>Finalise Policy</p> <p>LEP amended to apply SEPP 70 to one or more of the sites identified in the Residential Strategy</p>	Planning proposal and draft affordable housing contribution scheme being compiled ready for uploading to NSW Department of Planning, Industry and Environment planning proposal portal as a request for formal review of the draft scheme and issuing of a gateway. This project will continue into 2021/22 and further work required will be informed by the state governments Planning Proposals Gateway Determination.	Substantially Achieved	
4.2.1.2	Prepare a report on deliberative development models to facilitate the delivery of accessible housing	Feasibility assessment for proposed Mullumbimby Hospital and Lot 12 complete	Completed - Housing options report and project feasibility assessment for Lot 22 Structure Plan.	Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
4.2.1.3	Progress future use of Lot 22, Mullumbimby Planning Proposal and Plan of Management	<p>Planning proposal progressed in accordance with Gateway</p> <p>Plan of Management commenced</p>	<p>State Government's Planning Development Unit have engaged a consultant to provide advice as to whether the Planning Proposal can proceed independent of the Residential Strategy and Affordable Housing Contribution Scheme. Staff participated in startup meeting in May and further meetings in June 2021. Findings of peer review expected in July.</p> <p>This project will continue into 2021/22.</p>	Substantially Achieved	
4.2.1.4	Finalise the Residential Strategy	Residential Strategy adopted	Complete - Residential Strategy adopted by Council. Now with Department of Planning Industry and Environment pending endorsement.	Achieved	

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

4.3.1: Facilitate and support sustainable development of our business community

Outcome	Council endorsed a framework and process to develop the whole of business industry strategy. Business Impacts, Resilience and Continuity Survey completed. Two Mental Health training workshop provided to business community. Planning to provide Business Resilience workshops well underway
Highlights	200 responses to the Business Impacts, Resilience and Continuity Survey

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
4.3.1.1	Update the Economic Development Strategy and Action Plan	Updated based on business survey	At 24 June Council meeting, Council endorsed the framework and process to develop the whole of business industry strategy. This will be an action in 2021/22.	Substantially Achieved	
4.3.1.2	Continue to strengthen partnerships between Council and the business community through the Strategic Business Panel and Business Roundtable	Review format of Business Roundtable Strategic Business Panel Meetings (3)	Council has been meeting directly with Chambers of Commerce and other business representatives throughout the year. Some achievements include the establishment of an MoU with Sourdough Business Pathways, and the appointment of the Business Enterprise Officer to StartUp Northern Rivers Advisory Panel. The need for a Business Roundtable or the like will be further considered in the development of the whole of business industry strategy.	Achieved	
4.3.1.3	Undertake Business Survey	Develop project plan and Business Survey questions	Survey complete and will be run every 2-3 years.	Achieved	

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

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

Outcome	Council has supported including the relevant parts of the draft 2020 - 2030 Byron Shire Sustainable Visitation Strategy into a whole of business industry strategy given that much has changed due to COVID and the SVS was drafted prior to the global pandemic.
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2020/21 Operational Plan Activities


OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
4.4.1.1	Finalise development of Sustainable Visitation Strategy	Strategy finalised	Development of whole of business industry strategy will incorporate relevant Sustainable Visitation Strategy information and actions.	Achieved	✓
4.4.1.2	Continue to lead, build, and strengthen strategic tourism partnerships	Participate in Destination Byron Board, Byron Visitor Board, Cross Border Tourism Group, LGA Tourism Managers Group	Staff continue to attend various board meetings during the month, as required. This is an ongoing action and will continue in 2021/22.	Achieved	✓

4.5: Work to improve community resilience in our changing environment

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

Outcome	Business and Industrial Lands Strategy finalised
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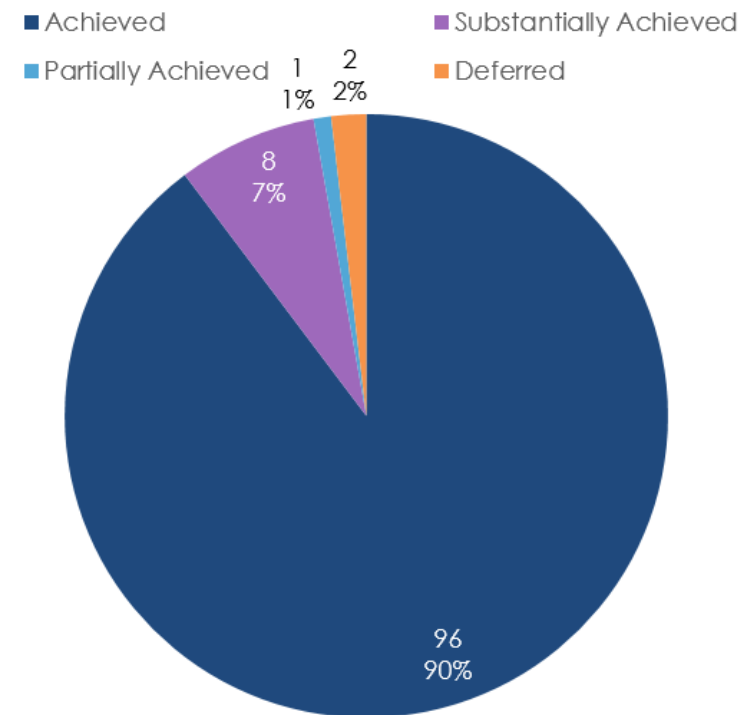
2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
4.5.1.1	Finalise the Business and Industrial Lands Strategy	Respond to state agency comments	Complete - Department of Planning, Industry and Environment letter of approval issued 22 October 2020	Achieved	



Community Objective 5: We have community led decision making which is open and inclusive

- 5.1 Engage and involve community in decision making
- 5.2 Create a culture of trust with the community by being open, genuine, and transparent
- 5.3 Deliver a high level of customer service
- 5.4 Manage Council's assets and allocate resources in a fair and holistic manner
- 5.5 Manage Council's finances sustainably
- 5.6 Manage Council's resources sustainably



Community Objective 5: Governance


We have community led decision making which is open and inclusive

5.1: Engage and involve community in decision making

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

Outcome	Meaningful community consultation and engagement is a core consideration for the work undertaken by Council's Media and Communications team. A wide range of engagement tools and activities are considered for many council projects to ensure useful feedback is gathered for the information of Councillors. Examples in 2020/21 included the Floodplain Risk Management Strategy consultation and the community engagement for the Byron bypass project.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.1.1.1	Refresh Byron Shire Council's corporate style guide	Corporate style guide to developed and implemented.	We expect this project will be completed in the latter half of 2021.	Substantially Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.1.1.2	Implement the Byron Model for deliberative democracy under a 2 year trial	Model implemented; inclusive stakeholder engagement strategies incorporated.	The two-year trial will conclude in October 2021 and the outcomes of the trial will be reported to Council. Key achievements from the trial include: establishment of the Citizen's Lottery, implementation of new petition guidelines, implementation of Corporate Planning & Reporting software, implementation and staff training of Accessible Documents Plan, implementation of VendorPanel procurement platform and a review of website accessibility. The "Byron Model Proforma" has been incorporated into Council's project management software, including requirements for consideration of the engagement triggers in planning for projects and mechanisms for capturing and evaluating the engagement through the close out of the project.	Achieved	✓
5.1.1.3	Hold quarterly Community Roundtable meetings	Community Roundtable meetings held four times a year.	The Community Roundtables are a valuable way for Council staff to connect with key representatives from community organisations. Meetings continued during 2020 but via Zoom due to COVID.	Achieved	✓
5.1.1.4	Report on outcomes of Community Survey	Data published	Reporting on the 2020 community survey results was completed in September 2020 and current and historical results are available on Council's website.	Achieved	✓
5.1.1.5	Design and implement annual youth leadership program	1 leadership program delivered.	The Byron Shire YouthSay program was developed and delivered over 4 weeks in May with students from the Mullumbimby High School. The program concluded with the youth representatives giving a presentation to Council at the 27 May Ordinary Meeting, where they put forward their ideas for the future of Byron Shire. A Notice of Motion was considered by Council where they resolved to investigate ongoing opportunities for youth engagement. This action will be embedded into the 2021/22 Operational Plan.	Achieved	✓

5.1.2: Enhance staff capacity in community engagement

Outcome	In 2020/21 there were two training sessions for staff designed to help build capacity with the digital engagement platform Your Say Byron Shire.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.1.2.1	Minimum of six staff to complete IAP2 Essentials/Design courses	Minimum of six staff completed IAP2 Engagement Essentials	This year saw training focus on digital engagement techniques in relation to Your Say Byron Shire.	Achieved	✓
5.1.2.2	Implement inclusive Community Engagement Policy	Evidence of staff to be implementing communication and engagement plans for major projects and for other issues of interest and importance to the community.	We continued to strive to ensure people in the community were not only aware of projects being carried out by Council, but to provide opportunities for them to make submissions, provide feedback, or engage with us.	Achieved	✓
5.1.2.3	Upgrade Engagement Toolkit as required	Staff to be referring to engagement toolkit when planning for and implementing projects that have a communication and engagement component.	We added to the engagement toolkit throughout the year and this will continue in 2021/22 with the aim being to build confidence across the staff when it comes to working with and informing the community.	Achieved	✓

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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.1.3.1	Make available Council's Ordinary Meeting business papers; enable business papers to be accessed by persons using assistive technology	>95% of business papers published on website at least 7 days prior to meeting; % business papers accessible to screen readers and text readers; work towards and progress through the requirements of WCAG 2.1	Business Papers are prepared and published on Council's website in accordance with Code of Meeting Practice. All business papers are able to be read online, with assistive technology support provided through ReadSpeaker on Council's website. Hardcopy documents are provided in Council's foyer for public access. All InfoCouncil templates have been updated to improve the accessibility and were rolled out to staff in January. Continuous improvements are being implemented to further enhance the accessibility of Council reports and attachments.	Achieved	✓
5.1.3.2	Update online governance manual and develop content guide for staff	Guides published to intranet	Action completed in September 2020	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.1.3.3	Authority upgrade, reintroduction of Avoka Report IT	Internal and external stakeholder surveys	Council's enterprise resource application underwent a successful upgrade; delivered on time and on budget. A new electronic forms platform has been implemented. Council's paper based forms are now in the process of being converted to electronic format. This will provide an easier online option for the public and also result in operational efficiencies.	Achieved	✓
5.1.3.4	Facilitate and promote online opportunities for community access and make community access opportunities accessible to people using assistive technology	Four projects to be promoted and linked via website and yoursaybyronshire.com.au	Your Say Byron Shire has been used and promoted as Council's digital engagement platform with approximately 1500 visits to the site each month.	Achieved	✓
5.1.3.5	Continued improvement of the Byron Shire Council website to enhance accessibility, particularly in regard to document accessibility.	Implementation of Accessible Documents Plan including capacity building programs for staff.	Implementation of Accessible Documents Plan including capacity building programs for staff is an ongoing activity.	Achieved	✓
5.1.3.6	Continual use of online and social media engagement tools.	Increase in social media followers	There is a continual increase in the number of followers with numbers increasing during emergencies.	Achieved	✓

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

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

Outcome	Staff in the Media and Communications team worked through the COVID pandemic as well as other weather events including flooding, adapting the reporting timeframes and information provided to the community as necessary.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.2.1.1	Review Operational Plan annually	New Operational Plan prepared; DIAP strategies incorporated into new Operational Plan	The 2021/22 Operational Plan was adopted on 24 June 2021 and implementation will commence in the new financial year.	Achieved	✓
5.2.1.2	Continuous improvement of corporate planning and reporting process	Software implemented and in use for 2020/21 reporting; 6 monthly DP report available to Councillors and public; Annual Report on DIAP available to Councillors and public	Corporate planning and reporting software (Pulse CPR Module) was implemented at the start of the 2020/21 financial year. This enables more effective and efficient reporting practices. Each quarter a report on the progress of the Operational Plan is presented to Council and made available on Council's website. The six monthly edition includes reporting on the outcomes of the Delivery Program actions and Council's achievements for that period. The 2019/20 Annual Report was completed and presented to the 22 October Ordinary Meeting of Council and is available on Council's website.	Achieved	✓
5.2.1.3	Prepare and submit Annual Report	Annual Report and associated documentation submitted to OLG; Annual Report on DIAP provided to ACWG	The completed Annual Report was presented to the 22 October Ordinary Meeting of Council and has been made available on Council's website. Notification sent to Office of Local Government on 27 November. An accessible version of the Annual Report has also been published.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.2.1.4	Publish GIPA open access information online	Open access published as per the Act.	Open Access information is published online, www.byron.nsw.gov.au	Achieved	✓
5.2.1.5	Implement 'knowledge bank' as one source of truth for information (i.e. internal cheat sheet/script on key Council topics)	Knowledge bank established as a working document	The Customer Service Knowledge Bank was established on the Intranet in June 2020 with information and updated content added regularly throughout 2020/21 providing a depository of common Council enquiry and service information.	Achieved	✓
5.2.1.6	Review and update Council business templates for consistency and accessibility	Review of core business templates completed and identified schedule for revising all templates determined; Accessible templates completed for highest priority templates.	Began using Monsido to monitor the quality assurance and accessibility compliance of the website. Added new templates to accessible communications toolkit on the intranet.	Achieved	✓
5.2.1.7	Ensure all content, including documents, published to the website complies with DDA and WCAG Level AA standards. Roll out of Accessible Documents Plan and capacity building activities.	80% of content published complies with relevant legislation and standards, with a plan identified for remaining. Accessible Documents Plan rolled out, guidance developed and training delivered.	Achieving compliance with DDA and WCAG Level AA standards is a process of continual improvement. 8 staff completed Vision Australia Creating Accessible Documents Training. Added new templates to accessible communications toolkit on the intranet. 298 Updates made to website. 730 uses of ReadSpeaker web reader. Majority number of users accessed the ReadSpeaker on the COVID 19 pages and the Committees and Boards of Management pages.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.2.1.8	Maintain and update accessibility maps online that identify public space and facilities that provide information about accessibility	6 monthly reviews	Online spatial maps made available which include accessibility information for public space and facilities. Link to website.	Achieved	✓
5.2.1.9	Support provision of geospatial information to the public via council's website, subject to investigation of funding sources	GIS information available to public online	Mapping information managed by Council is now available to the public via any web browser; maps.byron.nsw.gov.au	Achieved	✓

5.2.2: Incorporate wellbeing framework within organisation to inform decision making

Outcome	Staff reviewed the wellbeing framework and identified an opportunity to build on previous work through a partnership approach to further outcomes framework development.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.2.2.1	Implement the wellbeing framework	Wellbeing survey delivered and recommendations identified.	Aspects of the wellbeing framework are mapped across Council's Integrated Planning and Reporting documentation. Work on the wellbeing framework has been reviewed and an opportunity to build on previous work through a partnership approach to further framework development has been identified for action in the coming year.	Deferred	▶▶
5.2.2.2	Deliver annual Community Donations Program	Equitable and transparent delivery of community donations	This year, \$44,750 was approved by Council through the Community Initiatives grant program to nine community organisations. These projects focused on delivering positive social, environment and cultural change.	Achieved	✓

5.2.3: Provide access to publicly available corporate registers

Outcome	Corporate registers are reviewed and updated regularly, including Councillors and designated staff Disclosures of Interest, and are accessible to the public online or in person by request. A significant review of Council's policies is underway, with all adopted policies published on Council's website.
Highlights	85% of Council's policies are current or under active review

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.2.3.1	Maintain, publish, and report on relevant registers including delegations, Councillors and designated staff Disclosures of Interest, Councillor and staff Gifts and Benefits, and staff secondary employment	100% of disclosures by Councillors and staff captured and reported as required	All disclosures by Councillors and staff are captured and reported on Council's website as required by legislation.	Achieved	✓
5.2.3.2	Review, update and publish Council policies online and report on the status of Council's policy register	100% of policies adopted by Council are available online within 7 days of adoption; online information to meet WCAG 2.1 AA requirements	Council has an annual plan for ongoing policy review and all adopted policies are currently available on Council's website. Those which have been recently reviewed are presented in an accessible format to meet the WCAG 2.1 AA requirements.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.2.3.3	Develop and implement pre-election community information program	Program developed and delivered	The Councillor onboarding program has been developed and included a pre-election information program. Candidate information sessions were held on 7-8 June in Ballina and Mullumbimby, respectively. An online candidate information session will be held on 28 July 2021. This activity will continue to be delivered in the 2021/22 Operational Plan with the Local Government election scheduled on 4 September 2021.	Achieved	✓

5.2.4: Support Councillors to carry out their civic duties

Outcome	Councillors are supported in carrying out their civic duties through professional development programs, the provision of facilities, payment of expenses, Council meeting secretariat support, briefing sessions and strategic planning workshops, and processing Councillor requests in a timely manner.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.2.4.1	Implement Councillor learning and development and capability framework	Training program delivered based on Councillors' identified needs	Councillors identified and participated in a number of professional development and opportunities. Due to COVID-19 restrictions, professional development programs are primarily delivered in virtual mode.	Achieved	✓
5.2.4.2	Deliver Council meeting secretariat - including agenda preparation, minutes, and council resolutions monitoring	Agendas posted on website 7 days prior to meeting Minutes posted within 48 hours of meeting	Council Meeting Agendas are published on Council's website 7 days before the meeting, and Meeting Minutes are posted to Council's website within 2 working days. Improvements to the Quarterly Resolutions Report were implemented in November to ensure the updates are current and meaningful to Councillors and the community, following resolution 20-513. Staff training sessions were held on 10 November and a 'Resolution Reporting Guideline' prepared and available on the intranet.	Achieved	✓
5.2.4.3	Provide support to Councillors - including councillor requests, briefing sessions, provision of facilities and payment of expenses, and record keeping	Monthly strategic planning workshops 100% of complete claims are reimbursed within the month in which they are received	Support and assistance has been provided to Councillors throughout the year as needed including organisation of SPWs, Council meetings, diary requests & reimbursement of costs.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.2.4.4	Implement and manage Code of Conduct training programs for Councillors, staff, and committee members	Training program delivered	Code of Conduct training unit has been developed and shortly be deployed to all new staff	Achieved	✓
5.2.4.5	Implement and manage training in respect of Council's Code of Meeting Practice	Training program delivered	Further training will be conducted with Councillors following September 2021 Election.	Achieved	✓
5.2.4.6	Improve Council's livestreaming of Council meetings to provide increased accessibility to the community	All Council meetings are livestreamed with continuous improvements to the accessibility; investigate options for inclusion of closed captioning	Council was required to implement livestreaming as a result of the COVID-19 pandemic. This allowed the facilitation of attendance by Councillors, staff, and members of the public (during public access) to participate in the meeting remotely. The Code of Meeting Practice has been amended in accordance with OLG Circular 20-31 'New requirement for councils to retain recordings of meetings on their websites for a minimum of 12 months. Improvements continue to be made to increase accessibility, including the provision of an 'order of business' displayed on screen during the meeting. There have also been recent enhancements to the technology and services used by Council for livestreaming meetings which now enables automatic closed captioning. This has improved the accessibility of Council meetings for those who require this type of assistive technology.	Achieved	✓

5.2.5: Enhance access and availability of information to the community

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.2.5.1	Publish the 4 year works programs and activities online to the community	Program published	Action complete and 4 year works program available on Council's website.	Achieved	✓
5.2.5.2	Exhibit Development Applications as required by the Community Participation Plan	DA exhibition meets CPP timeframes	<p>Development Application exhibition undertaken in accordance with time-frames and requirements set out within the Community Participation Plan 2019.</p> <p>YTD:</p> <ul style="list-style-type: none"> - 597 Applications were placed on exhibition during the year - 3,532 Submissions were received in relation to DAs during the year 	Achieved	✓

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

Outcome	Through the pandemic and weather events Council's following on social media continued to grow. As part of engagement activities, we provided a range of ways for people to provided information or feedback including face to face meetings and online meetings along with the advertising on radio, in the newspaper, E News and media releases.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.2.6.1	Support and guide staff in the preparation and implementation of communication and engagement plans for projects and initiatives.	Evidence of communication and engagement plans for relevant projects.	Communication and engagement plans have been prepared by staff for major projects and initiatives across the last 12 months, resulting in coordinated and strategic communication with the community.	Achieved	✓
5.2.6.2	Manage media and social media enquiries about Council activities.	95% of enquiries responded to within deadline.	The staff in the media and communications team always aims to provide timely responses to media and social media enquiries.	Achieved	✓
5.2.6.3	Keep community and Crown Reserve user groups updated with Crown Lands Transition progress information	All actions required of Council complete	Throughout the year Council has continued to work with Native Title owners, traditional custodians, DPIE-CL, stakeholders, and users to manage and plan for the use of Crown Reserves in the Shire. This work is ongoing and will continue in 2021-2022.	Achieved	✓
5.2.6.4	Produce a regular community newsletter 'Something to Talk about'	Something to Talk About published by end of each calendar year.	Recognising that December is a busy time for our community we are preparing to change the date for distribution to coincide with the financial year.	Achieved	✓

5.3: Deliver a high level of customer service

5.3.1: Enhance external and internal customer service effectiveness

Outcome	Council has improved its internal and external customer service effectiveness through a number of initiatives identified in the Customer Service Strategy and Charter, the implementation of a Managing Unreasonable Customer Conduct Policy and providing support to front line staff in its application. Online reporting of customer requests is actively managed and a project is underway to deliver improvements in this area.
Highlights	Community Satisfaction Survey and internal staff Culture Survey showed improvement in the results from previous years.

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.3.1.1	Maintain online reporting to community on service guarantees	Performance reports updated quarterly	Website reporting on customer service performance has been maintained throughout the year and will continue in 2021-2022.	Achieved	✓
5.3.1.2	Deliver great service to our customers and provide consistent, accurate and timely information	Improvement in Community Satisfaction Survey results	The operational tasks and daily duties of the Customer Service team are underpinned by our Service Standards with staff skills enhanced through Service Excellence training. The 2020 Community Satisfaction Survey returned an improvement in service satisfaction scores from our customers and the 2021 Employee Culture Survey indicated an improvement in staff service confidence and attitudes.	Achieved	✓

5.3.2: Further develop a proactive customer service culture

Outcome	Improvements to our customer service culture are being achieved through capacity building, improved data and reporting capability and staff training.
Highlights	Results from the 2021 staff Culture Survey showed improved Customer Service focus and capability from 2019.

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.3.2.1	Embed Customer Service Strategy and implement action plan	Program implemented	The Customer Experience Strategy 2019-2022 provides a comprehensive Action Plan with activities aimed to embed successful, appropriate, and sustainable customer service delivery and service improvements across Council. The Strategy Action Plan continues through to 2022 with approx. 60% actions achieved to end 2021.	Achieved	✓

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

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

Outcome	Council has undertaken a review of fleet management operations and is currently working through recommendations for process improvements and has identified a number of improvement actions to be undertaken which are progressively being addressed and managed on an ongoing basis annually.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.4.1.1	Annual review of suitability and utilisation of light and heavy fleet	Review complete and reported to Manager Works	This has been achieved by ongoing consultation with Fleet Staff and will continue to evolve and improve with advancements in Fleet Management technology and strategies.	Achieved	✓
5.4.1.2	Manage Council's fleet in accordance with approved program	Fleet items managed and replacement as per approved program	Replacement program achieved. Some items are still to be delivered due to external delivery delays, e.g. COVID.	Achieved	✓

5.4.2: Improve further Asset Management Systems capability (SP)

Outcome	New technology and software has been progressively deployed to improve Asset Management Systems Capability.
Highlights	Council completed a number of infrastructure and asset management videos that have been posted to the web site and positively received by the community.

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.4.2.1	Investigate improved alternatives for the asset register	Report on alternatives for the asset register	Following investigation, the existing asset register has been determined as appropriate at this stage	Achieved	✓
5.4.2.2	Review the Strategic Asset Management Plan	Complete the review of the SAMP	A review of the Strategic Asset Management Plan has been completed and a revision is being completed using new software.	Achieved	✓

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

Outcome	Reporting on infrastructure expenditure and State Govt measures has been provided through the completion of Council's annual financial statements (audited) and provision of various reports to Council and Finance Advisory Committee concerning budgets and actual performance over the term of the Delivery Program.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.4.3.1	Improve the data quality of Work Orders (maintenance and capital expenditure)	Report to TIAC the outcomes of SS7	The outcomes of the Infrastructure Report have been reviewed by the Transport & Infrastructure Advisory Committee.	Achieved	✓
5.4.3.2	Complete the annual infrastructure report (Special Schedule 7 of the financial statements)	On time completion of SS7	2019/20 financial year Infrastructure Report (SS7) included in Annual Financial Statement.	Achieved	✓

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

Outcome	Staff work closely with Place Planning Collective in the implementation of the Mullum, Bangalow and Byron Arts and Industry estate place plans and the Byron Bay Town Centre Masterplan group.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status
	As recommended by the Community Solutions Panel, Council will continue to work with the community to priorities actions from Place Plans.			

5.4.5: Progress implementation of inclusive and integrated resourcing strategy

Outcome	Whilst ultimately a decision for Council, the allocation of resources has been managed over the term of the Delivery Program through adoption of original budgets, quarterly budget reviews including an end of year quarterly review not statutorily required and consideration of specific Council reports on financial matters where required. These measures have enabled the process for Council to allocate available resources to its determined activities and actions.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.4.5.1	Train and educate staff in the Disability Inclusion Act 2014 and how to respectfully, confidently, and effectively communicate with people with disability and consider their inclusion and access needs.	Disability awareness training module completed by all staff	Training in Disability Inclusion Act sourced, offered, and provided to all staff. Approx 40% of staff have completed the training offered.	Achieved	✓
5.4.5.2	Review recruitment practices to ensure they are inclusive and identify partners to promote job opportunities for people with disability across the Byron Shire	Job application processes simplified and identified barriers to diversity removed. Vacancies advertised with identified partners to ensure we are inclusive in our search. Inclusion related strategies incorporated into recruitment.	Some recruitment practices have been implemented to make applying for jobs more accessible for more of our community. Our focus going forward will be on initiatives to improve diversity and inclusivity in our existing workforce.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.4.5.3	Monitor, review and update Long Term Financial Plan	Long Term Financial Plan 2020-2030 adopted and subsequently updated quarterly	Implementation of Authority 7.1 and resourcing unfortunately contributed to Long Term Financial Plan not being completed. It is anticipated the Long Term Financial Plan will now be updated for the new Council after the September 2-21 Council elections.	Partially Achieved	<input type="checkbox"/>
5.4.5.4	Review 10 year capital plan in conjunction with the Long Term Financial Plan	Plans and programs reviewed and ready for development of 2021/22 budget process	Staff development of 2021/22 budget process complete. Further review of the 10 year plan is ongoing on an annual basis to inform budget preparation.	Achieved	<input checked="" type="checkbox"/>

5.5: Manage Councils finances sustainably

5.5.1: Enhance the financial capability and acumen of Council

Outcome	Over the term of the Delivery Program and Council there has been numerous reports to Council regarding financial matters, a number of briefings at Strategic Planning Workshops and Meetings of the Finance Advisory Committee quarterly that have assisted in the financial capability and acumen of the Council.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.5.1.1	Financial reporting as required provided to Council and Management	Within ten days of month end for management reporting and within agenda deadlines for Council.	Monthly finance reports being prepared for Executive Team as required. Financial comments provided in Council reports as required.	Achieved	✓
5.5.1.2	Support the organisation in identifying financial implications of projects, proposals, and plans	Financial comments provided in Council reports as required within agenda deadlines.	Providing input into Council reports as required.	Achieved	✓

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

Outcome	Council has managed its financial situation over the term of the Delivery Program especially considering the impacts of COVID-19 over the last two financial years that have negatively impacted Council revenues and caused additional expenditure. Whilst Council's primary goal of \$1million in unrestricted cash has not been able to be maintained pending finalisation of 2020/2021 financial statements, considering the impacts the current projected balance of \$0.5million is satisfactory.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.5.2.1	Maintain and improve internal financial controls	Reconciliations undertaken monthly within 10 days of month end.	Monthly reconciliations required completed.	Achieved	✓
5.5.2.2	Complete annual statutory financial reports	Unmodified audit report provided and adopted by Council.	Council adopted 2019-2020 Financial Statements again at the Ordinary Meeting held on 26 November 2020. Audit completed on 30 November 2020 with receipt of unmodified audit reports from Audit Office of NSW. Financial Statements lodged with Office of Local Government on 30 November 2020. Extension of time application submitted and approved if not completed by 30 November 2020 but was not required.	Achieved	✓
5.5.2.3	Ensure Council revenue billing and payments are available in an accessible format	Increase uptake of electronic billing option by ratepayers from 2019/20 to 2020/21; online billing and payment information is compatible with WCAG 2.1 AA requirements	Promotion of utilising E-Notices undertaken throughout the financial year. Participation in scheme has increased with now 30% of notices issued electronically.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.5.2.4	Debt recovery is maintained within Office of Local Government benchmark	Benchmark is maintained below 10% for Office of Local Government benchmark by 5% for Council benchmark	It is expected there will be a further decline in the outstanding rates and charges ratio for 30 June 2021 but still within the industry benchmark.	Achieved	✓
5.5.2.5	Manage treasury functions of Council to maintain cash flow and maximise return on invested funds	Compliance with investment policy, T Corp directives and interest on investment revenue budget achieved	Investment returns suffered in the 2021 financial year due to historical low interest rates. Whilst cashflow was maintained, Council during the year did need to write down investment revenues.	Achieved	✓
5.5.2.6	Identification of ethical investment opportunities with environmental and social inclusion outcomes	Higher proportion of investment portfolio invested accordingly then previous year.	Identification of ethical investment opportunities being considered as they arise and fit within Council's investment policy and NSW Treasury Corporation requirements. Council is struggling to invest funds in current market given extreme low interest rates and so much cash available in the marketplace.	Achieved	✓
5.5.2.7	Implementation of new Accounting Standards AASB15/AASB1058 - Revenue Recognition and AASB 16 – Leases	Updated position papers presented to Audit, Risk and Improvement Committee, systems and records developed to comply with new reporting requirements.	Position papers have been reviewed by Audit in conjunction with 2019-2020 financial statements finalised on 30 November 2020. Position papers were not eventually reported to Audit, Risk, and Improvement Committee during November 2020.	Achieved	✓
5.5.2.8	Complete Authority V7 upgrade as it pertains to Finance	Undertake tasks associated with upgrade as required by project plan for Finance related modules.	Authority 7.1 went live in November 2020. Significant work has been undertaken to resolve issues, resolve processes not working, ledger imbalances and implementation problems. Progress has been made to stabilise system at 30 June 2021 with remaining outstanding matters to be followed up in the next financial year.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.5.2.9	Finalise the revaluation of the roads and stormwater drainage assets in conjunction with Assets and Major Projects staff	Revaluation outcome analysed and incorporated into Council's assets registers and general ledger.	Completed with finalisation of 2019-2020 Financial Statements on 30 November 2020 following audit. Significant amount of found assets identified which resulted in prior period error disclosure in financial statements.	Achieved	✓
5.5.2.10	Investigate and improve Council's water meter reading capability	Replacement of outdated and unsupported radio reading technology	Finance are participating in conjunction with Utilities regarding implementation of Smart Metering. Currently utilising provided smart metering system, however rollout of pilot scheme delayed due to smart meter supply issues. From a Finance perspective, this item is complete with new smart meters added to the billing system as they arrive and are installed.	Achieved	✓
5.5.2.11	Implement new land valuations to apply for the 2020/2021 financial year.	Completed prior to 2020/2021 rate levy.	Council adopted the Statement of Revenue Policy including rates and charges incorporating the new land values on 30 July 2020. 2020-2021 Rate Notices issued before the end of August 2020 incorporating new land values. Action is complete.	Achieved	✓

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

Outcome	Council's Procurement Framework is supported by a robust Annual Procurement Plan which identifies priority areas for improved efficiency and effectiveness. Regular expenditure reporting is provided to Directors and Managers on a quarterly basis, joint initiatives are sought where feasible to reduce costs to Council and, local supplier capacity building has been supported through a number of initiatives including: the use of VendorPanel, updated information on Council's website and, the addition of local supplier criteria to tender Evaluation Assessment template.
Highlights	Implementation of VendorPanel platform and an improvement to the Sustainable Choice Score from last year.

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.5.3.1	Develop and implement forward procurement plan to ensure compliance with Local Government Act	Contracts compliant with Local Government Act tendering requirements 90% Actions listed in annual plan implemented.	Procurement expenditure has been actively monitored and reported to Managers, and 94% of expenditure above \$250K was found to be compliant with the legislation. Issues of non-compliance are being actively managed to ensure potential risks are addressed.	Achieved	✓
5.5.3.2	Develop and implement internal awareness and training program to upskill staff in procurement	Online induction modules for all new staff developed and implemented	A number of procurement training and awareness programs have been delivered to staff this financial year aimed at improving knowledge and skill development to ensure procurement activities are managed effectively.	Achieved	✓
5.5.3.3	Implement local supplier development initiatives	One initiative implemented to educate local suppliers on Council procurement processes	A number of initiatives to educate local suppliers on Council's procurement processes have been implemented this financial year including how to use Council's tendering platform, updating, and providing additional information on Council's website and producing a short video including tips for suppliers on how to create successful tenders.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.5.3.4	Assist in building the NRJO Council's regional procurement capacity and implement NRJO actions where applicable	Participate in two regional joint procurement initiatives	Council participated in one joint regional procurement initiative this financial year and will continue to actively seek joint opportunities to ensure best value for money and improved procurement outcomes.	Achieved	✓
5.5.3.5	Improve Council's sustainable procurement performance	Improvement on 2019/20 sustainable choice score	The 2020/21 Sustainable Choice Score for Council shows an improvement from the previous year and work is continuing to implement feasible recommendations from the Sustainable Choice Annual scorecard survey.	Achieved	✓
5.5.3.6	Develop Contract Management Framework	Contract Management Framework developed ready for implementation in 2021/22	Further research and investigation is being undertaken for this project prior to developing a framework and this activity has been deferred to the 2021-2022 Operational Plan.	Deferred	▶▶

5.6: Manage Councils resources sustainably

5.6.1: Enhance leadership effectiveness and capacity

Outcome	Council continues to maintain a strong focus on developing its current leaders as well as identifying and developing potential future leaders. All 4 new managers to Council in 2020/21 have undertaken the Leadership Styles Inventory (LSI) which is a 360 degree feedback survey administered to their Directors, colleagues and peers for the purpose of identifying leadership strengths and opportunities for development. LSI retests were also conducted for the Executive team members and Executive Officer.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.6.1.1	Continue regular coaching and 360 degree feedback based on LSI for Executive Team, Managers and identified top talent	LSI implemented for Manager Works. LSI retests conducted for Executive team and Executive Officer.	LSI done for 4 newly appointed Managers. LSI retests conducted for Executive team and Executive Officer.	Achieved	✓
5.6.1.2	Create opportunities for leaders across Council to embed learnings from Great Managers Program	Continue lunch and learn leadership sessions for all interested staff. Hold 3 x Great Managers masterclass sessions for graduates.	Completed in part only. Lunch and learn leadership sessions and Great Managers masterclass sessions for graduates heavily impacted by COVID restrictions. Only 1 lunch and learn held face to face and 1 online. Great Managers masterclasses were scheduled and cancelled due to COVID.	Substantially Achieved	■
5.6.1.3	Create collaborative leadership groups to develop organisational responses to key community issues	Continue to support Access & Inclusion and Homelessness internal working groups; # of initiatives delivered	Internal staff working groups have increased collaboration and learning across the organisation while contributing to changing community attitudes towards people experiencing homelessness and people with disability. The groups were not convened in the second half of the year due to staff resourcing.	Substantially Achieved	■

5.6.2: Ensure support for employees physical and mental health

Outcome	30 participants completed mental health first aid training in early March. Continued budget and promotion of Employee Assistance Provider and the ability for staff to access 4 free psychological counselling sessions each calendar year. Uptake of service is approx 240 sessions per financial year.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.6.2.1	Deliver mental health first aid training to managers, team leaders and supervisors	20 additional managers, team leaders and supervisors trained in mental health first aid	Completed in full. 30 participants trained in mental health first aid training in early March.	Achieved	✓

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

Outcome	Culture Survey retest conducted in April 2021. Results debriefed with leadership team in May 2021 and comparisons between April 2019 Culture Survey and 2021 results identified. Following results in 2019 indicating upward and downward communication was a source of frustration for staff, there has been a sustained focus at the leadership and departmental level to improve this in the last two years. The 2021 culture survey results show a significant increase (15-25 percentile points) in downward and upward communication. Council has improved its constructive culture in both the affiliative and achievement styles since 2019. Council has also significantly reduced its Passive/Defensive and Aggressive/Defensive cultures over the last two years. In 2021, employee satisfaction increased by almost 10 percentile points when compared with 2019 results.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.6.3.1	Partner with managers in implementing action plans following results from the Human Synergistics Organisational Culture Inventory (OCI) and Organisational Effectiveness Inventory (OEI) culture surveys	Initiatives focused on culture improvement identified in Branch action plans and Managers feel capable and supported in implementing. P&C to develop initiative for whole of organisation culture improvement and ensure it is linked to values.	OCI/OEI retest conducted in April 2021. Results debriefed with leadership team on 21 May 2021. Department debriefs being held in June/July and action plans for each department to follow.	Achieved	✓

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

Outcome	Cyber security improvements planned for this reporting period have been substantially completed. This work is ongoing in complying with the federal government's "Essential 8" security strategy.
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2020/21 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.6.4.1	Prioritised security tasks based on Federal Govt Essential 8 compliance; - Operating Systems patching - Application patching - Retirement of legacy operating systems - Admin access control improvements - User access control improvements in Authority	Compliance to Federal Govt Essential 8 recommendations	Cyber security improvements are progressing to schedule. Council's security posture has significantly improved in the past 12 months. Council is following the federal governments cyber security guidelines, known as the Essential 8. All activities are scheduled for completion by June 2022.	Achieved	✓

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

Outcome	All public requests for information were delivered within legislative guidelines for the current reporting period. This is an ongoing activity.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.6.5.1	Coordinate and publish the Disclosure Log of Formal GIPA Access to Information requests to Council's website	GIPA disclosure logs published online	Disclosure logs for formal GIPA requests have been updated and published to Council's website.	Achieved	✓
5.6.5.2	Process Formal GIPA Access to Information Requests in accordance with legislative timeframes; review all Formal GIPA Access to information procedure to ensure legislative compliance	Processed within statutory timeframes.	Formal GIPA access requests were processed within legislative timeframes for the reporting period.	Achieved	✓
5.6.5.3	Monitor all inwards electronic email received in Council's generic mailbox, store these in Council's Electronic Document Records Management System (EDRMS); scan and process to EDRMS all Council's hardcopy inwards mail	Inwards mail and council inbox stored/scanned within 3 days	Electronic and hardcopy mail received by Council's main inbox has been processed as per agreed timeframes.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.6.5.4	Recommend improvements to IT Steering Committee. Implement recommended improvements. May include: Vendor Panel subscription NAR Cleanse tool Website search tool enhancement Skype Analytical Reporting Fleet Mgt system replacement	Improvements implemented as per agreed project plans	IT project work generally progressed to plan. Activities delivered in the reporting period included; - Information security improvements - Cyber security staff training - end user environment upgrade - Major upgrade of Council's resource planning application (Authority) - implementation of an online electronic forms solution - Public release for an online mapping service - Transition of data and voice services to NBN - New CCTV coverage for Main Beach car park - Refresh of CBD CCTV equipment - Online delivery of GIPA customer requests - Integration of NSW e-planning platform to Council's IT system	Substantially Achieved	
5.6.5.5	Online lodgements - Compliance with State Government requirement to utilise NSW e-Planning portal	Integration between Council Authority application and NSW e-planning platform	Integration between Council's development application system and the NSW DPIE system is now in the testing phase. A final cut over to the new solution is expected by 15 July 2021.	Substantially Achieved	
5.6.5.6	Implement Contract Management system through the Vendor Panel subscription	Vendor Panel premium portal in use by all Council directorates	All Council staff now have access to Vendor Panel to better coordinate procurement activity.	Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.6.5.7	Deliver Authority upgrade to v7.1 to maintain vendor support	Authority upgrade to latest version	Council's enterprise resource planning application, Authority, was successfully upgraded. Delivery was on time and on budget.	Achieved	✓
5.6.5.8	Undertake Standard Operating Environment refresh to support security improvement initiatives	End user computing environment refreshed	A new end user computing environment is being rolled out to all staff. Over 50% of staff are now using the environment and all staff are planned to be cut over by end of July 2021.	Substantially Achieved	■
5.6.5.9	Implement eForms platform for all directorates	Council wide e-forms platform implemented	A new electronic forms platform has been successfully implemented for council. Conversion of internal and external forms is now in progress. This will delivery operational efficiencies and improved customer interaction with Council.	Achieved	✓

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

2020/21 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.6.6.1	Develop a policy for the implementation of the recommendations of buildings and property audit in relation to leasing and licensing	Policy developed and implemented	Draft Leasing and Licensing Policy has been prepared.	Achieved	

5.6.7: Develop and embed a proactive risk management culture

Outcome	Proactive risk management continues to be a priority for Council with a number of key initiatives delivered including a review of the Business Continuity Plan, the implementation of the Annual Internal Audit Plan, improved Internal Audit reporting, staff training, and the ongoing review and embedding of the Risk Management Framework. The new term of Council commencing September 2021, will provide an opportunity to review Council's Risk Appetite Statement, and refine Council's Operational and Strategic Risk Registers.
Highlights	Improved internal audit reporting system.

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.6.7.1	Evaluate and improve risk management framework	Completion of coordinated activities and risk management reporting.	The strategic and operational risk registers were actively reviewed each quarter with reports provided to the Executive Team and the Audit, Risk & Improvement Committee following the end of each quarter. Council participated in the Statewide Mutual Continuous Improvement Pathway (CIP) self-assessment workbooks for footpaths, building assets, event management and motor vehicles which were submitted in March, and the board-funded initiative to establish an Emergency Planning Committee with training delivered in April 2021.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.6.7.2	Implement training program to improve risk management	Risk Management Policy and Risk Management Strategy updated as required	Risk management training material has been developed and will be transferred into Council's online Learning Management System and rolled out to all staff in 2021/22 as part of next year's Operational Plan. The Risk Management Policy and Risk Management Strategy will also be reviewed in 2021/22 after the appointment of the new term of Council.	Substantially Achieved	
5.6.7.3	Review and test Business Continuity Plan in accordance with the Business Continuity Management Manual	Business Continuity Plan reviewed and one desktop exercise conducted	The annual review of the Business Continuity Management documents has been completed and endorsed by the Executive Team and the Audit, Risk & Improvement Committee. Business Continuity Management online training will be finalised and delivered to all staff in 2021/22, and the Business Continuity Plan scenario exercise will also be conducted next year. Both activities have been included in the 2021/22 Operational Plan.	Substantially Achieved	
5.6.7.4	Implement Internal Audit and External Audit recommendations as appropriate	Audit recommendations implemented within set timeframes	In the 2020/21 financial year a total of 42 internal audit recommendations were closed with endorsement from the Executive Team and the Audit Risk and Improvement Committee. Recommendations from the reviews done this financial year have been added to the register and are actively reviewed and monitored by responsible staff and reported to the Executive Team and the Audit Risk and Improvement Committee on a quarterly basis.	Achieved	

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.6.7.5	Coordinate the Audit Risk and Improvement program	Ongoing coordination of the Audit, Risk, and Improvement Committee throughout the year; internal audit review's undertaken in accordance with the Internal Audit Plan.	The 2020/21 Internal Audit program has included reviews of Asset Management, Inventory Management and Procurement (Tendering). Council will commence the development of the next 3 year Strategic Internal Audit Plan with the new Internal Auditors (Grant Thornton) from 1 July 2021.	Achieved	✓

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


Outcome	Council's insurance portfolio continues to be managed effectively and efficiently, and regular reviews of claims data inform decisions and assist with identifying opportunities for improvement, which are implemented as they arise. Cost savings have been achieved through ongoing internal claims management where possible.
Highlights	Documentation of key processes and procedures.

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.6.8.1	Assess and provide advice on internal and external insurance claims or concerns	Increase in claims managed in house by Council; insurance matters are managed in a timely, efficient, and effective manner	Under excess claims have continued to be generally managed in-house, unless of a sensitive nature, resulting in significant savings to Council.	Achieved	✓
5.6.8.2	Develop and implement internal claims procedure policy and supporting documents	Internal claims policy and supporting documents developed and published internally	A draft internal claims procedure has been developed and will be finalised by September to include recent software update changes.	Achieved	✓
5.6.8.3	Manage insurance claims and provide data to inform strategic decision-making	Data and information from insurance performance report is used by management to inform decision making	Monthly insurance reports were provided to the Executive Team identifying trends in claims data, to inform decision making.	Achieved	✓

5.6.9: Develop and implement organisational innovation and creativity

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.6.9.1	Identify evidence based opportunities to enable creativity and innovation in local government	One evidence based initiative undertaken, evaluated, and showcased.	A collective impact approach underpins Council's response to the many challenges of rough sleeping in the Byron Shire. Council is working in a 'backbone' role, creating a container for inclusive local engagement and collaboration, across organisations, agencies, community members and people with lived experience of homelessness, in order to take strategic action to reduce local rough sleeping.	Achieved	

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

Outcome	Organisational performance data from various sources is regularly analysed to provide business insights for improved planning, operations, and customer experience. Industry specific (Local Government) bench-marking reports are also used to inform Council's business planning and improvement initiatives.
Highlights	Introduced quarterly report to the Executive Team for Customer Activity data.

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.6.10.1	Complete 2020 LG Performance Excellence Program	Data submitted and report obtained	The annual LG Performance Excellence Report was received in December 2020 and it is used by Council to manage and improve operations.	Achieved	✓
5.6.10.2	Maintain and provide status reports on the corporate compliance reporting register and monitor for currency and non-compliance issues.	Compliance register reviewed and updated to reflect legislation changes, noncompliance issues reported to the Executive Team and Managers as required	The Legislative Compliance register was reviewed and updated to reflect legislation changes, and noncompliance issues reported to the Executive Team, Managers and the Audit Risk and Improvement Committee as required.	Achieved	✓
5.6.10.3	Provide relevant statistics/business intelligence data to the Executive Team to inform strategic decision-making	Regular reports provided to Managers and Executive Team: grants, risk & insurance, customer service data	Regular data and statistics are provided monthly to the Executive Team to inform decision making and provide details on emerging trends and opportunities. This includes reports on Grants, Insurance, Customer Activity, Internal Audit, Risk, Secondary Employment, Staff Declarations of Interest and Special Disclosures.	Achieved	✓

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

Outcome	Relationships with key stakeholders and government agencies are key to delivery of services and projects and work on maintaining and building effective relationships is ongoing.
Highlights	Some Highlights in 2020/2021 include: Partnering with Transport for NSW to deliver Byron Bus Interchange and collaborate on major transport routes including Ewingsdale Road; Participating in DPIE-Crown Lands Executive and Operational Working Groups to represent local councils' interests; Regional collaboration via Northern Rivers Joint Organisation of Councils on housing affordability challenges; Delivery of \$5M in road and tourism infrastructure projects working with Department of Regional NSW.

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.6.11.1	Participate in NRJO forums	Participate in regular NRJO meetings	NRJO GMAC and Board meetings held throughout the year. GMAC attended by General Manager. Board meeting attended by General Manager and Mayor.	Achieved	✓

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

Outcome	Council's strategic grants management systems and robust governance processes have resulted in many significant applications being successful, enabling the delivery of several projects for the Byron Shire, which may otherwise not have been achievable this financial year. Highlights this year have included successful applications across a number of funding schemes including: Fixing Local Roads, Streets as Shared Spaces, Bridges Renewal Program, Habitat Action Grant, Walking and Cycling Program, Fixing Country Bridges, Road Safety Program, Coastal and Estuary Grants Program and Everyone Can Plan, among others.
Highlights	Council has submitted a number of grant applications this financial year which, if successful, will result in excess of \$50M of funding being received.

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.6.12.1	Coordinate competitive grant applications with Council's business units to meet Federal and State government outcomes	60% of proposed grant applications submitted	73 grant applications submitted in 2021-21 33 grants awarded in 2020-2021 21 grant applications waiting determination 19 unsuccessful grants applications in 2020-2021	Achieved	✓
5.6.12.2	Provide governance for grants management	Successful delivery of funding body requirements on grant funded projects	The Grants Coordinator has continued to support staff with tracking and completing milestone reports in advance of deadlines. Other key activities include funding deeds approvals, work plans, signage, variations, project openings and media release requests. As at the end of the Financial Year there are: 48 active grants as at 30 June 2021 24 grants acquitted in 2020-2021	Achieved	✓

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

Outcome	Council's legal team continues to provide high quality cost effective legal services.
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2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Annual Comment	Status	
5.6.13.1	Provide in-house legal advice to the organisation to inform decision making and minimise organisational risk	Deliver monthly legal services status reports	Legal advice provided by legal officer.	Achieved	✓
5.6.13.2	Represent Council's legal interests	Manage litigation to best advance Council's interest	Local Court matters up to date, although the pandemic disrupted the Local Court's schedule in 2020-21.	Achieved	✓
5.6.13.3	Manage code of conduct matters	100% of matters dealt with and statutory reporting deadlines met	All Code of Conduct matters have been completed in accordance with procedures.	Achieved	✓