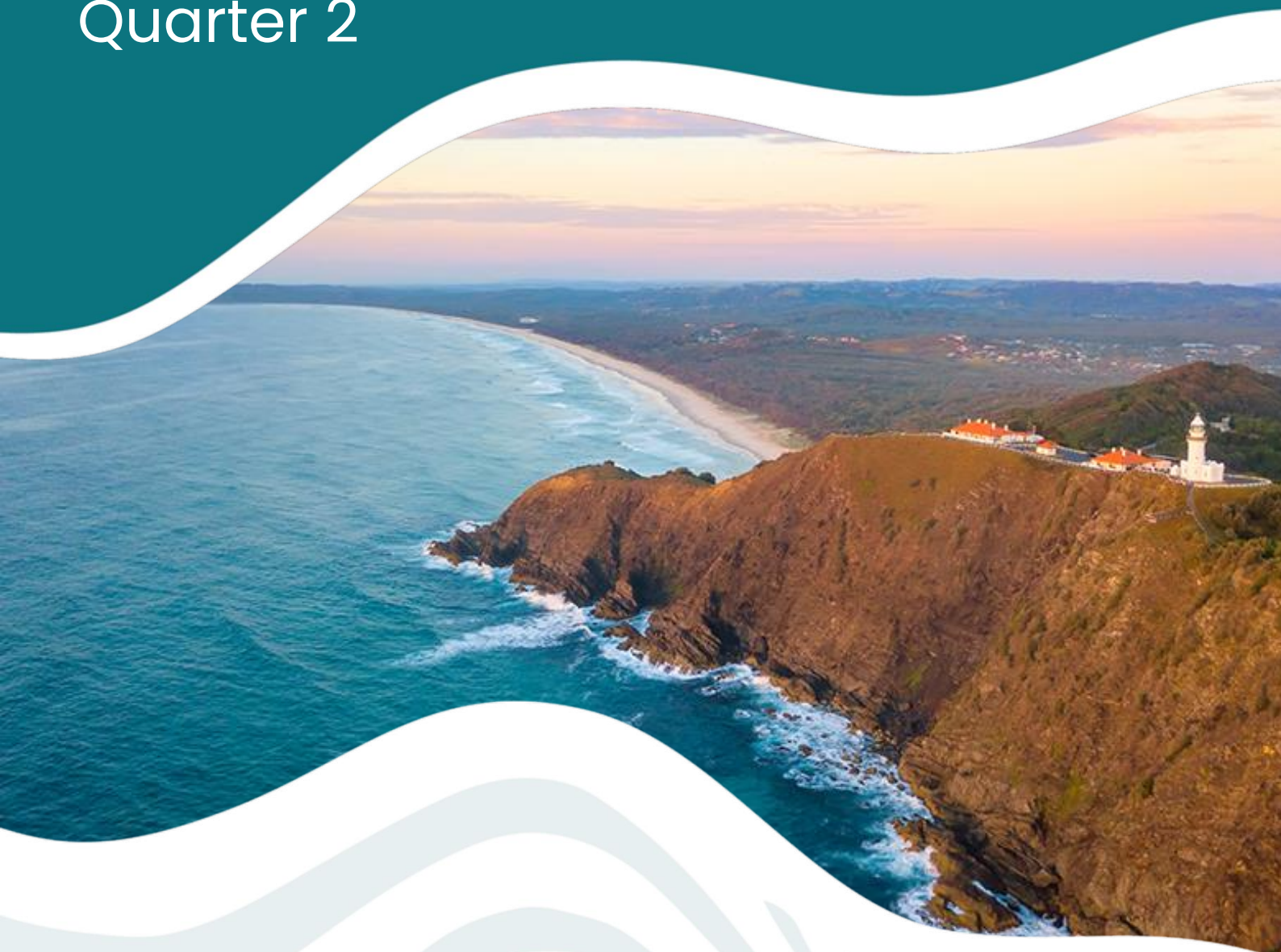


Delivery Program & Operational Plan 2022/23 Quarterly Report Quarter 2



**BYRON
SHIRE
COUNCIL**

Acknowledgement of Country

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

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

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



This document

Council is committed to providing a regular update on its progress towards its Operational Plan. The Quarterly report details the progress on the activities of Council's 2022/23 Operational Plan, noting the:

- Activity
- Measure
- Timeframe
- Comments
- Status

OP Code	Operational Plan Activity	Measure	Comments	Status
				▶

Status indicators:

- ✓ **Completed:** completed in accordance with allocated measure
- ▶ **On Track:** progressing and on track to completion by due date
- ⊘ **Needs Attention:** not progressing
- || **Delayed** - progressing but not currently on track
- **Not Commenced** – not yet commenced or due to commence

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

Community Objectives



Effective Leadership

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



Inclusive Community

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



Nurtured Environment

We nurture and enhance the natural environment



Ethical Growth

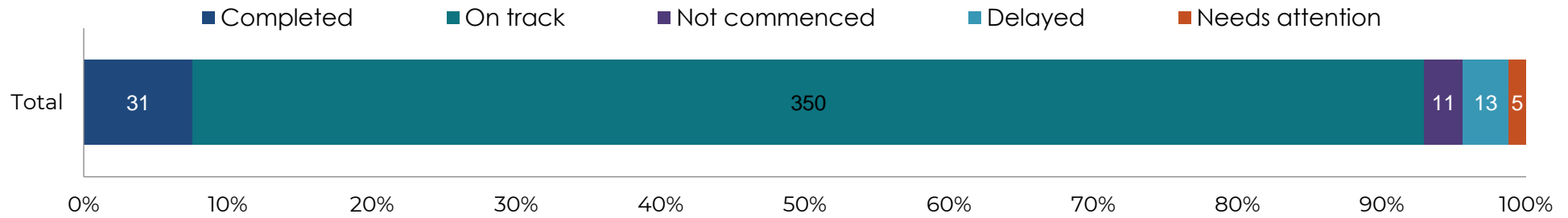
We manage growth and change responsibly



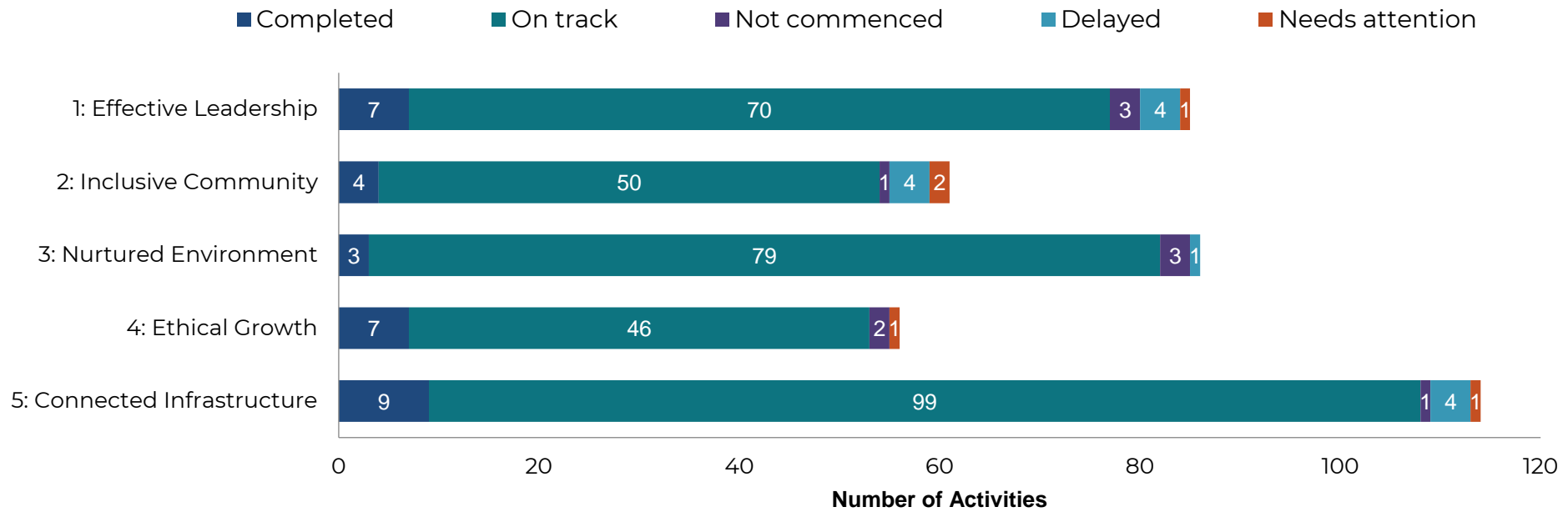
Connected Infrastructure

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

Quarter 2 Progress toward 2022/23 Operational Plan Activities:



By Community Objective:



Contents



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

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

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

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

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

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

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



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

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

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

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

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

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

2.5: Create social impact and initiatives that address



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

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

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

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

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

3.5: Minimise waste and encourage recycling and resource recovery

practices **Error! Bookmark not defined.**



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

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

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

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

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

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



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

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

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

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

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

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

Community Objective 1: Effective Leadership

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

1.1: Enhance trust and accountability through open and transparent leadership


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






Enhance leadership effectiveness, capacity, and ethical behaviour

Delivery
Program
Progress

Councillors continue to be supported in carrying out their civic duties. The new term of Council received a comprehensive formal induction in January and February 2022, with ongoing training and professional development made available to Councillors in accordance with their individual needs.

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
1.1.1.1	Coordinate Council's annual policy review program, update and publish adopted policies	100% of adopted policies are published within 7 days of adoption, in a format that meets WCAG 2.1 AA requirements; annual status reported to Executive Team and the Audit Risk and Improvement Committee	All Council policies are available online. The Fraud and Corruption Control Policy and Strategy were reported to the Executive Team on 21/12/2022, recommending that the updated policy and strategy be reported to the ARIC on 16/02/2023. ET also endorsed that the draft updated Risk Management Policy to be reported to ARIC on 16/02/2023. Council endorsed on 15/12/2022 that the updated Companion Animals Exercise Area Policy and the updated Sponsorships Received by Council Policy be placed on public exhibition. The exhibition period will commence on 09/01/2023 for each of these policies. The draft updated Land Acquisition and Disposal Policy and the Disposal of Assets Policy have been referred to the first ET Strategic Meeting of 2023.	On track 


OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.1.2	Develop and deliver a professional development program for the Mayor and Councillors	Individual program developed and delivered based on Councillors' identified needs.	Councillors were provided with a training needs assessment form, following the 'Induction Top Up' session at the October Councillor Workshop. The form has been designed to assist Councillors to identify their professional development needs. Meetings will be arranged with individual Councillors following the completion of their form to develop their training plan for the next 12 months. To date, Cr Lyon has completed the form and arrangements are being put in place for training and development to occur in 2023.	On track	
1.1.1.3	Develop 2023/24 Operational Plan	Operational Plan exhibited and adopted by 30 June 2023	Information was presented to Managers at the Leadership Lab held on 11 November. Operational Plan and budget packs were distributed to enable teams to review and develop the 2023/24 documents. The initial return of information is due on 25 January 2022.	On track	
1.1.1.4	Deliver Disability Awareness training for Councillors	Training delivered	As part of International Day for People with Disability on 3 December 2022, Councillors were encouraged to complete the online training module: Introduction to Disability Awareness. This Disability Awareness eLearning focuses on promoting an awareness of disability and the impact that societal attitudes and inherent stigma and discrimination have on the lives of people with disability. Cr Lyon has completed the training.	On track	
1.1.1.5	Implement and manage Code of Conduct training programs for Councillors, staff, and committee members	All new staff, Councillors, and committee members complete mandatory training	Training has been delivered as part of Councillor induction. There has been further training in respect of gifts and benefits. Staff training is ongoing. Training is given to committees and is updated for each new committee member	On track	
1.1.1.6	Manage code of conduct matters	100% of matters dealt with and statutory reporting deadlines met	All Code of Conduct matters are managed in accordance with the Procedures for the Administration of the Code of Conduct	On track	



OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.1.7	Provide in-house legal advice to the organisation to inform decision making and minimise organisational risk	Deliver monthly legal services status reports	Officer on holidays from 1-13 December. Advice from 14 December onwards by directorate: GM - 7; DSEE - 6; DIS - 17; DCCS - 10.	On track	▶
1.1.1.8	Represent Council's legal interests	Manage litigation to best advance Council's interests	Various Local Court mentions but no hearings in December.	On track	▶





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

Delivery Program Progress	<p>Council continues to report regularly on legislative compliance and ongoing monitor occurs through the established Audit, Risk, and Improvement Committee.</p> <p>The Annual report is one of the key points of accountability between Council and our community. It contains details of our achievements in implementing the Delivery Program over the last year and the effectiveness of each of the activities in achieving the overarching objectives in the Community Strategic Plan. The Annual Report also includes the information prescribed in the Local Government (General) Regulation 2021.</p>
Highlight	Council completed and submitted its Annual Report 2021/22 by 30 November 2022 in accordance Section 428 of the Local Government Act 1993.
Exceptions	

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.2.1	Coordinate review, maintain and report on Council's Legislative Compliance Reporting Register	Legislative Compliance Reporting Register reviewed and updated to reflect legislation changes; status reviewed and non compliance issues reported to Executive Team bi-annually and to the Audit Risk and Improvement Committee annually at a minimum.	The 6 monthly status of Council's legislative compliance reporting will be provided to ET at the first performance meeting in 2023.	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.2.2	Maintain, publish and report on relevant registers including delegations, Councillors and designated staff disclosures of interests, Councillor and staff gifts and benefits, and staff secondary employment.	Delegations register maintained up to date, 100% of disclosures by Councillors and staff captured and reported as required.	<p>Three staff primary returns of pecuniary interests were tabled at Council meetings in November and December 2022.</p> <p>A new online version of the Gifts and Benefits Declaration Form has been added to the intranet. The new form has additional questions based on the Public Service Commissioner's Direction No 1 of 2022. The extra questions relate to describing the context in which the gift or benefit was offered and a disclosure of any relationship between the offerer and receiver.</p> <p>A new online version of the conflict of interests form for staff has been created and added to the intranet.</p> <p>A reminder of the requirement to declare gifts and benefits was sent to all staff by the Director Corporate and Community Services in December 2022.</p>	On track	
1.1.2.3	Provide administrative support to Councillors to carry out their civic duties	Support provided in accordance with the Expenses and Facilities Policy and Service Level Agreement	<p>The Council advisory committee schedule for 2023 was resolved at the 15 December meeting, the Council meeting and councillor workshop schedule being resolved at the 24 November meeting. Councillor diaries were updated with the 2023 schedule. Councillors were assisted with scheduling for conferences and professional memberships including the upcoming Rural and Regional Summit and Australian Local Government Womens Association. Protocols for administrative assistance were followed in accordance with the Councillor Expenses and Facilities Policy. Regular BAU tasks were also performed to assist Councilors including answering queries, processing expense claims, and updating with news and events.</p>	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.2.4	Deliver Council meeting secretariat - including agenda preparation, minutes and council resolutions monitoring	100% compliance with deadlines specified in the Code of Meeting Practice	Secretariat duties were performed for the 1 December Councillor Workshop, 8 December Planning Meeting and 15 December Ordinary meeting. Timelines for agenda and minute delivery were adhered to and actions distributed to staff. Council resolution reports for the quarter were created on 31 December to monitor activity and progress.	On track	
1.1.2.5	Prepare and submit the 2021/22 Annual Report	Annual Report and associated documentation submitted to OLG by due date	Council completed and submitted its Annual Report 2021/22 by 30 November 2022 in accordance Section 428 of the Local Government Act 1993. The Annual report is one of the key points of accountability between Council and our community. It contains details of our achievements in implementing the Delivery Program over the last year and the effectiveness of each of the activities in achieving the overarching objectives in the Community Strategic Plan. The Annual Report also includes the information prescribed in the Local Government (General) Regulation 2021.	Completed	
1.1.2.6	Meet Crown Lands reporting and funding requirements	Compliant reporting	Report submitted ahead of due date.	Completed	
1.1.2.7	Implement and manage training in respect of Council's Code of Meeting Practice	Training program delivered	Training was provided in the Councillor induction. Ongoing training is provided on a case-by-case basis. Several guides have been produced to assist the Mayor in the management of meetings	On track	

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

Delivery Program Progress	Public information requests were processed within legislative guidelines. Council's website content is regularly assessed against accessibility standards to ensure support for those with a disability.
Highlight	The most recent independent score was 93% compliance for accessible content. Staff training to promote the use of "plain English" on the website is ongoing.
Exceptions	A planned upgrade of Council's document management application has been postponed due to a delay with integration certification with the Authority application. This is now scheduled for April 2023.




2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.3.1	Publish GIPA open access information online	Open access published as per the Act.	Staff are continuing to publish open access information in accordance with the GIPA Act to Council's website	On track	▶
1.1.3.2	Coordinate and publish the Disclosure Log of Formal GIPA Access to Information requests to Council's website	GIPA disclosure logs published online	Disclosure log has been updated and published to Council's website	On track	▶
1.1.3.3	Process Formal GIPA Access to Information Requests in accordance with legislative timeframes; review all Formal GIPA Access to information procedure to ensure legislative compliance	Processed within statutory timeframes	Applications are being processed within legislative timeframes and current procedures are in accordance with legislative compliance	On track	▶
1.1.3.4	Upgrade document management solution	Content Manager v10 implemented	The document management application upgrade is pending support from Civica. Currently Civica are still testing integration support between Content Manager and Authority. Certification with Authority is currently scheduled for March 2023.	Delayed	
1.1.3.5	Website has clear content governance and schedule to maintain timely, accurate and accessible information on the website.	No. of web pages and updates reviewed for compliance with WCAG 2 Standards and content schedule. Monthly Monsido Quality Assurance score.	Monsido Quality assurance score 93% 286 items published to website and reviewed for compliance with WCAG 2 Standards and content schedule. 17 items archived. Booked provider to deliver Plain English and writing for the web training. 3 staff given training in using CMS, OpenForms and web accessibility.	On track	▶

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

Delivery Program Progress	The Outcomes Measurement Framework was completed, with the indicators published in the Byron Shire Community Strategic Plan 2032 and the Delivery Program 2022-26. The corresponding manual is in the process of being finalised which provides further detail on the measurement framework and will form the basis of the performance measurement system for future Delivery Program reporting.
Highlight	The Outcomes Measurement Framework, developed in collaboration with the Centre for Social Impact, was completed.



2022/23 Operational Plan Activities



OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.4.1	Use the outcomes measurement framework to strengthen the Delivery Program reporting	Six-monthly report on outcomes provided to Council	The Centre for Social Impact have finalised their work on the Outcomes Measurement Framework. Their draft 'construction manual' has informed the final Outcomes Measurement Framework which provides the baseline data and target trends. The Outcomes Measurement Framework will be reported to ARIC and will be imported into Pulse CPR module to facilitate ongoing data collection and reporting.	On track	
1.1.4.2	Complete the annual infrastructure assets report	Complete in accordance with annual financial statements	The annual infrastructure assets report has been completed	Completed	
1.1.4.3	Report forward works program to Infrastructure Advisory Committee	Quarterly reporting to Infrastructure Advisory Committee		On track	

1.1.5: Risk Management - Recognise risks and manage them proactively

Delivery Program Progress	Council's Risk Policy has been reviewed and will be submitted to Council for endorsement February 2023. A comprehensive review and update of the Risk Management Strategy and Strategic and Operational risk registers is underway to ensure the framework for managing risks remains appropriate and current. Risk review workshops will commence in Q3 to support this process.
Highlight	Implementation of the Enterprise Risk Module in Pulse occurred 1 August 2022

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.5.1	Review, improve and embed Council's Risk Management Framework to proactively identify and manage risks to support effective decision making	Risk Management Strategy and Policy reviewed and endorsed; Risk appetite and risk tolerance statements reviewed and endorsed; A minimum of one training/education initiative delivered to staff; Regular reporting provided to the Executive Team and the Audit Risk and Improvement Committee to inform decision making	Key Council staff will be involved in the Statewide Mutual Enterprise Risk Management Foundations workshop early 2023. The workshop provides a general overview of governance and risk management strategies and aids in ensuring risk management is recognised as an integral process in the planning, prioritisation and delivery of services to the community. Council's Risk Policy has been reviewed and will be submitted to Council for endorsement February 2023. The Risk Strategy and Appetite are currently under review. Risk Management reporting to ET and ARIC has occurred as required.	On track	
1.1.5.2	Review and embed Council's Business Continuity Plan	Annual review of documentation and scenario exercise as per the Business Continuity Plan suite of documents; induction and refresher training provided to staff	Annual review and update of the Business Continuity Plan and sub-plans was completed in accordance with the review schedule outlined in section 1.9 of the BCP Part 1 - Manual, with relevant documents endorsed by the Executive Team and ARIC in November 2022. A desktop scenario exercise will be scheduled prior to EOFY 2023. Business Continuity is also included in the quarterly new staff inductions.	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.5.3	Coordinate Emergency Planning Committee and oversee implementation of actions arising	Emergency Planning Committee established and operating as per terms of reference; Emergency Management Plans developed for identified locations and endorsed by the Executive Team	The Emergency Planning Committee (EPC) Annual Report and revised Terms of Reference were endorsed by the Executive Team at the Operational meeting 30 November. New Emergency Response Procedure Manuals and Fire Evacuation Diagrams have been finalised and will be installed in accordance with the requirements of AS3745-2010 in January 2023. The EPC will consider best practice training requirements for Emergency Wardens and general staff at their next meeting scheduled 31 January.	On track	
1.1.5.4	Implement and embed Pulse Risk Management Module	Module implemented and used for regular reporting to the Executive Team and Audit Risk and Improvement Committee to inform decision making	Implementation of the Enterprise Risk Module in Pulse occurred 1 August 2022. Council has since commenced a comprehensive review and update of the Strategic and Operational risk registers to ensure the framework for managing risks remains appropriate and current. Draft Strategic and Operational Risk Reports were presented and endorsed at the Audit, Risk and Improvement Committee meeting 17 November, with the next risk report update due May 2023. The Strategic Risk Coordinator and Senior Regional Risk Manager from Statewide Mutual will commence risk review workshops in February with each Directorate to drive this process.	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.5.5	Coordinate participation in the Statewide Mutual Continuous Improvement Pathway (CIP) program	Submission of completed CIP workbooks to Statewide Mutual by due date and benchmarking report provided to the Executive Team	The Continuous Improvement Pathway Self-Assessment workbooks for 2022 - Roads, Signs as Remote Supervision and Operational Risk - Fire Management - Waste Facilities were submitted to Statewide Mutual 31 October. The Benchmarking Report was received 13 December and will be submitted to the Executive Team for review in January 2023. Council scored above State average in each area of review. Appropriate actions to address any identified areas of improvement will be developed, monitored and reported to management and ARIC.	On track	▶

1.2: Engage and involve community in decision making

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

Delivery Program Progress	The Media and Communications team continue to work with staff to ensure the community is informed about projects and is able to contribute. The Short Term Rental Accommodation Planning Proposal received more than 1,500 pieces of feedback and the website continues to be the primary method of distributing information with approximately 100,000 page views a month.
Highlight	6,533 views on Your Say Byron Shire in Sept 2022 - Mullumbimby to Bruns cycleway project

2022/23 Operational Plan Activities





OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.1.1	Provide opportunities for the community to have input, comment and feedback to Council on projects and matters of interest.	Projects are promoted via Council's online digital communications platform and the website	Projects on Your Say Byron Shire include the Byron Shire Wildlife Corridor and Design Guidelines.	On track	▶
1.2.1.2	Support staff to consider communication and engagement as part of all project development and implementation.	Work with staff to develop communication and engagement plans for significant projects and activities	Comms staff have worked with project officers on projects including a flying fox education project, the Byron Bay Design Guidelines and the dune restoration project.	On track	▶
1.2.1.3	Hold quarterly Community Roundtable meetings	3-4 Community Roundtables held per year	Dates for meetings to be set early in 2023.	On track	▶
1.2.1.4	Continue to Review Community Participation Plan	Review presented to Council	Community Engagement Strategy adopted 15 December Meeting. CPP to be reviewed first half of 2023	On track	▶
1.2.1.5	Conduct Community Survey	Data Published	Project Plan complete and procurement commenced	On track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.1.6	Partner with Access Consultative Working Group to implement disability inclusion action planning priorities	Ongoing monitoring and reporting on disability inclusion outcomes	ACWG met with Customer Service Coordinator to discuss DIAP priorities and to gain feedback in regard to accessibility to customer service area and diversity in communication strategies. As a result, the Customer Service team will consider further training about invisible disabilities and an accessibility initiative. ACWG requested amendments to the Terms of Reference to be reviewed early next year.	On track	▶

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

Delivery Program Progress	Council's social media followers continue to increase organically with more than 11,000 followers on FB in December 2022. The E News is distributed to more than 11,000 email boxes every 2-3 weeks. In addition to our E News our website analytics show we have consistent traffic to the website and Your Say Byron Shire which is a good indication that people are interested in learning about our projects and finding out more information.
Highlight	The open rate for our E News was around 48% for November and December.






2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.2.1	Keep the community informed of Council projects via a combination of media releases, social media and E News	Regular distribution of media releases and social media relating to Council activities	Ongoing	On track	
1.2.2.2	Promotion of Council's website as the primary source of information about Council activities	Information about projects and business to be posted to Council's website No. of updates made. No. of monthly website user visits.	286 updates published to the website and checked for compliance with accessibility standards. 79,192 web page views. Increase in direct traffic (19.6%) and referral traffic (11.9%). The Your Say Byron Shire section received 1,606, page views. 112 new subscribers of the Byron Shire Council eNews following subscriber drive encouraging Your Say subscribers to sign up.	On track	
1.2.2.3	Produce at least one newsletter per year	At least one issue of Something To Talk About produced per year	Something to Talk About has been distributed with the 2022/23 rates notices and is on the website.	Completed	
1.2.2.4	Develop a new Community Engagement Strategy to support the Community Strategic Plan	Community Engagement Strategy developed and adopted	Endorsed by Council on 15 December 2022.	On track	

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

Delivery Program Progress	Improvements to our customer service culture are being achieved through capacity building, improved data and reporting capability, and staff training.
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.3.1	Investigate additional accessibility support options for customers	Options identified and presented to the Executive Team and Accessibility Working Group	Have met with ACWG. Identified 2 areas to investigate further and report back to the group. 1. Further training for Customer Service staff on accessibility and inclusion 2. A system to assist those that attend Front counter and are unable to stand in a queue - in conjunction with the Community and Cultural Development team investigating the sunflower lanyard for invisible disability program.	On track	
1.2.3.2	Deliver efficient service to our customers by providing consistent, accurate and timely information	Improvement on Community Satisfaction results and 2017 mystery shopping results	Pay Parking Permit feedback survey for the quarter reviewed and currently identifying areas for improvement. Finalising Report It and CRM feedback survey. Reviewing mystery shopper quotes and target information.	On track	
1.2.3.3	Develop and commence the implementation of the Customer Experience Strategy 2023-2026 that supports an efficient and proactive customer service culture	New strategy developed and year 1 action plan activities delivered	Continuing to refine improvement initiatives for the Customer Service Strategy	On track	
1.2.3.4	Improvements to the customer request management solution to better inform customers on progress & closure of requests	100% of all requests captured and managed in council's customer request management solution	All customer requests are now captured in the Authority application. Planning is now underway to support notification of customer request status changes and closure.	On track	
1.2.3.5	Maintain online reporting to community on service guarantees	Performance Reports updated quarterly	Next update due Jan 2023	On track	

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

Delivery Program Progress	<p>Advisory Committees support Council decision making. Each Advisory Committee has a unique constitution that outlines its membership and purpose. Membership may be made up of a combination of Councillors, appointed community members, representatives of other organisations, and council staff. Members are appointed for the current Council term (2022 to 2024).</p> <p>Information about each of the Advisory Committees is available on https://www.byron.nsw.gov.au/Council/Council-and-committee-meetings/Committees-and-groups/Advisory-Committees</p>
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2022/23 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.4.1	Coordinate and support Advisory Committees to assist with effective Council decision making	Advisory committee meetings are held each month	Final Committee meetings were held in mid-November. Governance Support has worked with ET and Councillors to devise a new cycle of dates for 2023, sharing meeting room resources and demands on Councilor's time to develop a series of meetings on both a Tuesday and Thursday in 2023.	On track	
1.2.4.2	Coordinate the Audit Risk and Improvement Committee and internal audit program including reporting	Internal audit reviews undertaken in accordance with the endorsed Internal Audit Plan; support business with the implementation of audit recommendations; support implementation of OLG framework once adopted	<p>The ARIC minutes of 17/11/2022 were reported to the Ordinary Meeting on 15/12/2022. All recommendations were endorsed.</p> <p>The Final findings report (including management comments) of the Corporate Cards review has been received and will be reported to the first ET meeting in January 2023. The Final finding report of the Plant and Fleet review is expected to be received by 23/12/2022 and will also be reported to ET in January. The two audit reports will then be provided to the ARIC at their meeting on 16/02/2023.</p> <p>An ARIC Workshop has been organised to be held on 08/02/2023 for all members and facilitated by an external party and will include a presentation from OLG on the latest update to the OLG Guidelines.</p> <p>A report will be presented to ET and ARIC in the new year addressing the latest details of the OLG Guidelines (from OLG Circular 22-41).</p>	On track	






1.3: Ethical and efficient management of resources




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

Delivery Program Progress	2021-2022 Financial Statements completed and subject to external audit. First two quarterly budget reviews for 2022-2023 financial year completed. Long Term Financial Plan has been updated as of 1 July 2022. Ongoing monitoring of Feb/March 2022 Natural Disaster Expenditure occurring and managing of cashflow associated with claims.
Highlights	Additional revenue sources have been secured for various grants for infrastructure and recovery activities following the February/March 2022 flood events and ongoing. Additional revenue identified via lease agreements for sites to place temporary housing following the February/March 2022 flood events and lease with TAFE NSW for construction on Council land in Bayshore Drive. Decision to increase pay parking by \$1 for 2022/2023 is likely to generate additional pay parking revenue. Increases in interest rates since May 2022 will improve investment returns that will exceed current budget estimates given the increase in rates by the Reserve Bank to curb inflation.

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.1.1	Provide monthly financial reports to Executive Team and Council	Reports distributed within 10 days of month end. Eleven reports to be produced (exclude January).	Reports provided monthly	On track	
1.3.1.2	Provide Quarterly Budget Reviews to Council for adoption.	Reviews completed and presented to Council within 2 months of Quarter end	September 2022 QBR submitted to Finance Advisory Committee on 17 November 2022 and Council on 24 November 2022. Budget variations adopted by Council.	On track	
1.3.1.3	Provide completion of Council's statutory annual financial statements for 2021/2022.	Annual Financial Statements prepared, cleared through external audit, adopted by Council and lodged with Office of Local Government by 31 October 2022.	2021-2022 Financial Statements approved by Council on 24 November 2022. Audit has been completed with audit reports received from NSW Audit Office on 25 November 2022. Financial Statements lodged with Office of Local Government on 26 November 2022. Financial Statements being presented to the public at the Ordinary Council Meeting to be held on 15 December 2022. Item is complete.	Completed	






OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.1.4	Financial reporting as required provided to Council and Management.	Financial reporting completed on an ongoing basis as required for monthly reporting and Council/Committee agenda deadlines.	Financial Reporting as required completed	On track	
1.3.1.5	Issue annual/quarterly billing of rates and other charges	Annual rate levy completed by 31 July 2022. Quarterly rate instalment and water/sewerage billing levied and issued.	2022/2023 rates notices issued on 26 July 2022. Second rates installment issued 17 October 2022, third installment due to be issued in January 2023 and are due 28th February 2023. First quarterly water/sewerage bill issued on 8 September 2022 and second quarterly water/sewerage bill issued 8 December 2022.	On track	
1.3.1.6	Maintain Council's cash flow	Adequate cashflow for Council is maintained to ensure Council's expenditure commitments are met whilst investment opportunities are maximised.	Cashflow for Council maintained daily and investment opportunities undertaken where able. Particular attention for this financial year given significant expenditures have been incurred relating to flood recovery and ongoing claim of Natural Disaster funding. Council is taking out more term deposits when possible given increasing interest rates to generate additional revenue.	On track	
1.3.1.7	Maintain internal financial controls	Monthly reconciliations of internal financial systems completed and reviewed.	Register of internal financial controls completed and reviewed monthly.	On track	
1.3.1.8	Develop and deliver financial reporting to assist with February/March 2022 Flood recovery.	Development of reporting to assist in the completion of claims for financial assistance for flood recovery works via insurance, Transport for NSW and Public Works	Financial reporting for February / March 2022 Flood recovery developed and is provided to Flood Recovery Committee on a fortnightly basis.	On track	





OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.1.9	Coordinate grant applications to support the delivery of Council projects and services within management plans, masterplans, strategic plans, council resolutions and high priority actions from feasibility studies; and support the management of successful grants	Grant alerts provided to relevant departments; 80% of proposed grants submitted; monthly grant report provided to the Executive Team and Council	Eight grant applications submitted in December including 4 x Natural Disaster Infrastructure Betterment (Sandhills Wetlands, Byron Drainage Strategy Implementation Stage 1, Automated Flood Signage, Avocado Court & New City Road Drainage), 3 x Regional Roads and Transport Recovery Package (Main Arm Road, Wilsons Creek and Mullumbimby Road) and 1 x NSW Sports Priority Needs Program (Bangalow Sports Fields Lighting).	On track	
1.3.1.10	Manage insurance claim portfolio in a timely, effective and efficient manner while identifying areas for improvement	Claims management and reporting improvement initiatives identified and implemented, policy developed and adopted.	Under excess claims managed inhouse unless of a sensitive nature. December monthly Insurance report to be provided to the Executive Team (Insurance claims) in February 2023. Insurance officer to draft claim procedures policy identifying opportunities for improvement and efficiencies with the final version to be completed and implemented in March 2023. Insurance Claim Procedures Manual to be updated to include Natural Disaster events Internal claim processes.	On track	
1.3.1.11	Business Intelligence Reporting for management reports	Reporting platform implemented	Development of management reports in progress.	On track	

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

Delivery Program Progress	Assistance from asset records has been provided to the specialist consultants preparing the submissions for flood repair approvals
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2022/23 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.3.1	Complete financial outcome of required asset revaluations due or assessment of fair value.	Revaluation completed prior to External Audit interim visit in conjunction with Assets and Major Projects.		Not commenced	
1.3.3.2	Annual review of suitability and utilisation of light and heavy fleet	Review complete and reported to Executive Team	Ongoing meetings are being held with Fleet Staff, Supervisors and Operators to ensure suitability and utilization efficiency of current items, and for items due for replacement as per the 10yr replacement program	On track	
1.3.3.3	Manage Council's white and yellow fleet in accordance with approved program	Fleet items managed and replaced per approved program	Items are being replaced as per program with difficulties of supply still being an issue. Items are now being considered for replacement 12 months in advance of their replacement date. Further meetings will be held with staff and Management to look at additional purchased required for future works	On track	
1.3.3.4	Investigate a digital fuel card system for the bulk fuel supply	Report to Executive Team	Tank & line testing was due to take place early November, but this has been delayed due to Supplier issues and availability. Can confirm it will be delayed till Jan/Feb 2023	Delayed	
1.3.3.5	Manage Council's small plant and equipment in accordance with approved program	Fleet, plant and equipment managed and replaced as per approved program	Items are being replaced as required. To assist with reducing emissions, options of replacing with battery operated equipment are assessed with operators on a case by case basis.	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.3.6	Manage Council's fleet, plant and equipment Sustainably	Develop a system to monitor and report fleet, plant and equipment income to ensure plant fund has sufficient funds to replace fleet, plant and equipment as required	Fleet & Finance staff are continuing to work together to address financial implications and looking at ways to improve the overall financial management of the plant fund. Authority Fleet system reporting improvements are currently being made to enable meaningful reporting which will be utilised to Show management and staff how fleet is tracking financially. Internal Auditors have just completed an Audit of "Fleet" with a report and recommendations going to Management for consideration.	On track	
1.3.3.7	Provide an operational workshop service for Councils fleet, plant and equipment	Councils Fleet, plant and equipment repaired and maintained in a sustainable and efficient manner to service Council operations	Items are generally serviced, maintained and repaired as required. Fleet & Workshop staff are currently looking at ways to improve service outcomes for staff. Support from our Fleet Management software supplier is slow due their staffing levels.	On track	
1.3.3.8	Ongoing detailed road assessment and valuation for the purposes of purchase, closure and land sale as required.	All matters reported to Council as required	Arakwal / Morgan in the process of transferring Lot 1 DP 1275809 for \$1 as per historic agreement between parties and resolution 12-820 Myocum Road grant money has been paid to landowners' solicitor, waiting for surveyor to fix plans to get registered. Land Acquisition for Broken Head Road Shared Path still needs to go to a member's board meeting. Sale of operational land historic road closure Lot 1 DP 1247095 adjoining 100 Coolamon Scenic Drive waiting on valuation. Jarvis road acquisition plans are with land registry services. Part road closure Massinger Road adjoining LOT 7 DP 548466 and sale being advertised shortly. Part road closure Coolamon Scenic Drive adjoining Lot 2 DP 1003768 and sale being advertised shortly. Part road closure and sale 865 broken head road being advertised shortly	On track	
1.3.3.9	Provide and maintain an operational Store service for Infrastructure Services	Maintain stores operations and procure materials in a sustainable and efficient manner to ensure timely availability of materials	Ongoing.	On track	

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

Delivery Program Progress	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 monthly basis. The primary focus has been on staff training to ensure compliance with legislation and Council's Procurement Guidelines, this includes induction of all new starters and a detailed training program delivered to all officers involved in procuring goods and services on behalf of Council.
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2022/23 Operational Plan Activities



OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.4.1	Investigate and implement initiatives to build internal capacity in effective procurement and contract management	A minimum of one initiative delivered	Upskilling of new staff and further staff education is occurring including through tailored induction sessions to new starters in Infrastructure Services, and quarterly induction session for all new staff. Purchase Order practical training open to all staff has been arranged for February 2023, and the information about upcoming changes to procurement regulations has been disseminated to staff and managers.	On track	
1.3.4.2	Continue development and commence the implementation of a robust Contract Management Framework to support effective practices and mitigate identified contract management risks	Contract Management Framework developed and endorsed by the Executive Team; Contract Management Software endorsed by the IT Steering Committee and implementation plan developed	Due to a number of factors including significant changes in staff in Infrastructure Services, further system improvements being undertaken in Procurement, and the increase in volume of procurement across Council, the Director Corporate and Community Services is supportive of deferring this activity to the 2023-24 Operational Plan.	Delayed	
1.3.4.3	Develop and implement a robust Annual Procurement Plan to ensure compliance with legislation and mitigate identified procurement risks	Annual Procurement Plan developed and endorsed by the Executive Team; 80% of Annual Plan activities implemented	Further activities in the Annual Plan have been delivered including educating staff of legislative obligations with respect of modern slavery procurement requirements, a new monthly procurement meeting is occurring with IS to educate and inform key staff and progress with new initiatives including new open forms.	On track	

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

Delivery Program Progress	Modelling in adopted Long Term Financial Plan indicates revenue projections and price path growth necessary to cover operational expenses to eventually achieve an operating surplus over the next ten years. Further a scenario developed to suggest an indicative Special Rate Variation to fund loan borrowing repayments borrowed to finance Byron Bay Drainage works.
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.5.1	Update the 2022/23-2031/32 Long Term Financial Plan following Quarterly Budget Review outcomes	Long Term Financial Plan is updated within one month of Quarterly Budget Review adoption.	Plan adopted by Council on 30 June 2022. First update will be incorporation of carryover budget items from 2021/2022 after adoption by Council on 25 August 2022. Carryover adjustments approved yet to be updated along with 30 September 2022 Quarterly Budget review when approved by Council on 24 November 2022.	On track	
1.3.5.2	Develop the 2023/24-2032/33 Long Term Financial Plan.	Plan is adopted by 30 June 2023		Not commenced	
1.3.5.3	Conduct Cyber penetration testing	Annual penetration test completed	Cyber Security NSW has completed Network penetration testing.	Completed	
1.3.5.4	Upgrade of administration and depot building security system	Security system replaced	Upgrade of building access security for the depot & admin offices is now planned for FY22/23. The current budget will be revised upwards based on a previous quote which was double the expected cost.	Delayed	
1.3.5.5	Environmental upgrade of administration server room	Power, air conditioning and cabling upgraded	Final power improvements are underway. Scheduled completion date is unchanged; 30 January 2023.	On track	
1.3.5.6	Develop a workforce planning tool that supports Managers identify and integrate resourcing requirements into Delivery Program and Operational Planning processes	Tool developed for use in basic workforce planning	On track provided Due date can be amended to reflect completion by June 2023. Tool to be finalised and presented at leadership lab on 31 March.	On track	
1.3.5.7	Identify and scope services delivered by Council to inform opportunities for achieving efficiencies	Comprehensive list of Council services identified		Not commenced	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.5.8	Create a talent pipeline for senior roles and undertake succession planning for critical or hard to fill positions	Succession plan for senior, critical, and hard to fill positions prepared and reported to ET	Meeting with P&C Business Partners in Jan 2023 to commence initial identification of critical and hard to fill positions for discussion with relevant Managers in Feb/Mar.	On track	
1.3.5.9	Review relocation expenses protocol in the Recruitment and Selection Guideline and introduce a short-term housing accommodation scheme	Amended guideline endorsed by ET	On track to brief ET on proposed changes and accommodate scheme by end March 2023	On track	

1.4: Enhance organisation capability through innovative practices and regional partnerships

1.4.1: Inter-governmental relationships - Develop and maintain effective relationships with other levels of government to advocate for the needs of the community

Delivery Program Progress	Council continues to work hard to maintain effective relationships with Federal and State Governments.
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1.4.2: Continuous improvement and innovation - Use business insights and strategic corporate planning to continuously improve and innovate

Delivery Program Progress	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.
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
1.4.2.1	Benchmark performance using the Local Government Performance Excellence Program	Complete 2022 Program	Report received and will be reported to Executive Team	On track 

1.4.3: Regional networks - Collaborate with regional partners to establish and contribute positively to regional goals and priorities


Delivery Program Progress	Council maintains strong regional networks with multiple agencies to deliver local and regional outcomes for example Regions NSW, Crown Lands, Northern Rivers Reconstruction Corporation, Resilience NSW, Regional Flood Recovery Committee and Sub-Committees, Northern Rivers Joint Organisation, North East Waste, NSW Planning, Transport for NSW and many others.
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1.4.4: Workforce culture, leadership, and well being - Increase employee engagement and implement strategies that improve satisfaction, culture, health, and wellbeing

Delivery Program Progress

A workforce planning tool for use in the IS directorate is almost complete. Succession planning for critical and hard to fill across Council has commenced. Council's annual health and wellbeing expo was held in October 2022 and was well attended by staff.

2022/23 Operational Plan Activities



OP Code	Operational Plan Activity	Measure	Comments	Status	
1.4.4.1	Deliver a one day Health and Wellbeing Expo for Council staff	Expo delivered	Health and Wellbeing Expo held in October 2022.	Completed	

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

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

Delivery Program Progress	The Community Initiatives Program provides funding to not-for-profit community organisations and community groups to deliver projects that create positive social, cultural, and environmental outcomes. Each year incorporated not-for-profit organisations and community groups are eligible to apply for grants of up to \$5,000. In 2022/2023, 19 eligible applications were received. All applications were reviewed by the assessment panel to ensure compliance with the eligibility criteria. Following the panel's recommendations, Council awarded a total of \$44,200 to 11 community groups. Each successful applicant is required to complete an online acquittal upon completion of the project or activity.
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.1.1	Deliver annual Community Initiatives Program and associated funding and support	8 community initiatives supported	All 11 community groups have received initial funding for their projects and two groups have already finalised acquittals. This funding round supported the Federal Community Centre in holding the Annual Federal Park Party 2022 which provided community members of all-ages an opportunity to re-connect after the challenges of the past year. This event was well attended and increased community morale and wellbeing. Zero Emissions Byron also held their Electric Vehicle Expo which had over 1500 attendees and brought together a range of local organisations, musicians and climate action experts. The informative community event provided activities for all ages and educational opportunities that are often not often accessible to regional areas. The event also raised \$1000 for other local organisations.	On track	
1.5.1.2	Deliver funding and support for community groups	2 groups supported	Financially supported activities include Senior's Festival (February) and Harmony Day (March). Contributions are on track to be distributed in early in 2023.	On track	

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

Delivery Program Progress	Council received a \$1.2 million grant from the NSW Government for the redevelopment of the old Byron Hospital site. The DA has been approved, and works are planned to commence in 3 - 6 months. Council is working in collaboration with Social Futures who will offer education, community and commercial activities at the facility.
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.2.1	Identify evidence-based opportunities to enable creativity and innovation in local government	Collective Impact initiative undertaken	Request removal of this item. Insufficient capacity to deliver additional initiatives this financial year.	Needs attention	
1.5.2.2	Redevelopment of the former Byron Hospital site	Commence construction of the approved DA works	DA approved and working on CC application	On track	
1.5.2.3	Establish and maintain leasing and licensing arrangements to ensure the tenure of Council owned and controlled assets	Manage leases and licensing in the best interests of the community	100% of leasing and licensing arrangements up to date.	On track	

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

Delivery Program Progress	Section 355 Committees are composed of Council volunteers who manage a range of functions related to Council halls and facilities. A number of these facilities were flood impacted or experienced storm damage, and repair works continued in this period. One S355 Committee came to an end and alternative arrangements were made by Council with a lease holder (for the Brunswick Valley Community Centre). A hall booking software system was reviewed this period for implementation in the next period. Revised S355 Committee Guidelines were endorsed by Council this period.
Highlight	The revised Section 355 Committee Guidelines offer greater clarity to Committee volunteers about processes and delegations of their roles.

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
1.5.3.1	Support Council volunteers with the delivery and management of community halls	Information, support and training provided to volunteers	<ul style="list-style-type: none"> - Support and advice provided to S355 hall volunteers, including frequently responding to queries and concerns. - Held information sessions about an online booking system for community halls that will assist volunteers with hall bookings. A 6-month trial of the booking system will commence in 2023. - Updates and improvements to Committee documentation have continued and remain ongoing. - Venue Coordinator contracts for Bangalow A&I Hall and Mullumbimby Civic Memorial Hall have been renewed for 2023. - Held an end of year event at the Lone Goat Gallery to celebrate and recognise S355 volunteers who contribute time, effort and energy to help manage specific community halls. - Incorporated Committee feedback in the draft risk assessment for hirers, which was approval by Council's Insurer. 	On track

1.5.4: Volunteers - Provide meaningful and inclusive opportunities for volunteering

Delivery Program Progress	Council offers volunteer opportunities across various program areas, including, community facilities, advisory committees, environmental projects and the Lone Goat Gallery. We recognise the valuable contributions these volunteers make to Council services and programs. There are currently 45 volunteers who manage 8 community facilities across the Shire.
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Community Objective 2: Inclusive Community

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


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

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

Delivery Program Progress

There are various public art projects currently in progress. Proposals have been reviewed by the Arts and Creative Industries Advisory Committee and the Development Control Plan Reference Group.



2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.1.1	Coordinate Council's role in public art across policy and projects (Council and Community), the Creative Place Grant program and the Development Control Plan.	Public art projects supported	The Arts and Culture Officer has responded to internal and external requests for advice and information related to Public Art. Relevant reports were prepared for the Arts and Creative Industries Committee with ongoing actions associated. Various Council master planning and community public art projects are supported or in development. Development Control Plan initiated projects have been reviewed by the DCP Standing Reference Group and the Arts and Creative Industries Committee.	On track	

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

Delivery Program Progress	The Lone Goat Gallery delivered five exhibitions in the latter half of 2022, including across different media (painting, ceramics, collage, and woodwork) from local and Sydney-based artists. The exhibitions generated income from sales and reception events which will assist in sustaining the Gallery. The Gallery continues to expand its visitor base through school and holiday programming.
Highlight	The October-November 2022 ceramics exhibition "Build Rebuild: Northern Rivers Ceramics After the Floods" enabled artists and visitors to engage in creative recovery.

2022/23 Operational Plan Activities





OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.2.1	Coordinate all operations of Lone Goat Gallery and deliver an innovative annual program	Lone Goat Gallery operational	Lone Goat Gallery installed and opened a new exhibition 'Tearaways' in December and around 80 people attended the opening. The exhibition has been well attended and great response from community for the two collage sessions with local artists Sabine Pick and Diana Miller. The Gallery closed on the 18 December and will reopen on 7 January 2023. Replacement of some lighting, as needed, is also under consideration.	On track	
2.1.2.2	Explore differing modes of accessibility in programming the Lone Goat Gallery space and offering online options	Number of inclusive engagement methods and improvements.	In discussion with accessibility group and coordinator to find the best time to commence an assessment of the Gallery.	Not commenced	






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


Delivery Program Progress

back of a very challenging few years where events were significantly impacted by bushfire, COVID and then flooding we are looking for creative solutions to support the industry's recovery in Byron Shire.

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.3.1	Coordinate citizenship ceremonies to confer new Australian citizens on behalf of the Department of Home Affairs	A minimum of 4 ceremonies held	A citizenship ceremony was completed on 22 November, with 42 conferees and 98 guests joining the Mayor at the Mullumbimby Ex Services Club to become Australian Citizens. The next ceremony is planned for 26 January at the Cavanbah Centre.	On track	
2.1.3.2	Develop a community awards program with a view to holding the inaugural event in early 2023	New event held	Council sought community feedback in relation to replacing the Australia Day Awards Ceremony with a more inclusive annual Byron Shire Community Awards program and subsequently resolved (22-568) to develop a new community recognition program to be held during Local Government Week (1-7 August 2023). A project reference group is to be established to assist with planning for the inaugural event.	On track	
2.1.3.3	Provide information and support event industry through workshops on subjects such as event planning, sustainable event and grant writing as opportunities arise.	Number of workshops held and participation numbers	Program for 2023 workshops underway: topics include risk management, event sustainability / waste management, grant writing & evaluation, event accessibility & inclusion. Confirming speaker lists & requests for quote for workshop presenters, venues and dates to be confirmed.	On track	
2.1.3.4	Publish an Events e-Newsletter	Publish quarterly	Set up complete with new banner per updated Style Guide. Staff training for Mailchimp use completed by part of the events team. Mailing list being compiled. Draft of content in progress. First enews scheduled for January 2023.	On track	




OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.3.5	Review Event Guide	Review in two stages. Complete Stage 1 minor edits. Stage 2 full review to commence next financial year	Stage 1 (minor edits) received by events team and being prepared for delivery to graphic designer January 2023.	On track	
2.1.3.6	Deliver event and festivals annual sponsorship program	Number of programs funded and amount of funding provided % of events that have sustainability focus	Confirmation of timeframes for delivery and update of forms under development for roll out of funding in current financial year. Continued follow up of successful recipients from last round whose events were postponed; cancel funding approvals for any events that are not proceeding.	On track	
2.1.3.7	Review sponsorship program	Review commenced to align current MOUs with the Events and Festivals Sponsorship program	Review of funding framework on hold, to be reviewed following Events Strategy development.	On track	
2.1.3.8	Administer licences for weddings, events, activities and filming on council and crown land	Report monthly statistics	ENQUIRIES 8 (6 events E, 2 wedding W) + 7 new app rec'd (4 E, 1 F, 2 W). APPS finalised: 2 total - 1 events (12 others in progress) + 1 wed app. EVENTS TAKING PLACE - 9 events: (BB Underground Film Festival, RES Temp Housing Drop In, BBSLSC Branch Trials, Uplift, Soul Street, Bangalow Xmas Eve Carnival, YWAM BBQ, Falls Festival, Taking Care of Bruns) + 2 film projects + 3 weddings. OTHER: Reconnecting Regional Communities event program and funding, Event Strategy (engage consultants), Soul Street mtgs (working group), rollover of files for 2022/2023.	On track	
2.1.3.9	Collaborate with government, agency and industry on policy and legislative reforms	Respond and participate when required.	Continued follow ups with LGNSW, OLG and Screen NSW regarding the review of the LG Filming Protocol - review still pending. Continue planning discussions re Res 22-288.	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.3.10	Initiate development of an Events Strategy	Develop project scope and request for quotation. Engage consultant to deliver project. Initial output/s includes engaging with identified key stakeholders (virtually and/or face-to-face) through interviews, consultation sessions, and workshops; and to present at Councillor workshop/s (virtually and/or face-to-face).	Request for quotation process completed; consultants engaged for delivery in 2023.	On track	

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

Delivery Program Progress	Two meetings of the Arts and Creative Industries Advisory Committee were run during this reporting period, in September and October. Council staff submitted information to inform Committee members of current and proposed arts initiatives which involved Council. Council staff continued to provide advice and support to internal and external stakeholders to support arts activities.
Highlight	Council facilitated the Arts and Culture Forum in November 2022, an event which brought together over 110 community members involved in the arts and creative industries.




2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.4.1	Coordinate Arts and Creative Industries Advisory Committee	Quarterly meetings held	A meeting of the Arts and Creative Industries Committee was held on 20 October 2022 and four reports were considered. The minutes of the October Arts and Creative Industries Committee Meeting were presented to Council at the Council Meeting on 27 October 2022. The Arts and Creative Industries Committee provided advice on the broad goals for the Arts and Creative Industries Forum held on 25 November 2022 which was attended by 116 industry stakeholders.	On track	
2.1.4.2	Develop Arts and Culture Strategy	Arts and Culture Strategy developed	Feedback from arts and cultural stakeholders was gathered at the Arts and Creative Industries Forum on 25 November 2022. This feedback has been collated and will inform the Draft Arts and Culture Action Plan which will go on exhibition early next year.	On track	
2.1.4.3	Provide information and advice to internal and external stakeholders to support arts and cultural development and creative recovery	Respond to arts and cultural enquiries as required	Advice and support provided to arts and cultural stakeholders, community members and internal projects. Internal projects included the development of 'Climate Conversations', a new biennial collaborative art project and artist commission offered by Byron Shire Council.	On track	

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

Delivery Program Progress	Council supported Byron Multicultural with a whole-of-community survey. The survey was designed to gather insights and opinions from people from multicultural backgrounds. Council supported the group and provided advice on the development of questions. Council also produced a report detailing the survey results. This work will support Byron Multicultural to develop new programs and meet community need.
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2022/23 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status
2.1.5.1	Co-ordinate the Heritage Advisory Committee	Hold four Heritage Advisory Committee meetings per year	Heritage Committee coordination is ongoing. As a result of a recent report, consultation on the use of heritage colours will be undertaken over January-February 2023.	On track 
2.1.5.2	Provide a heritage advisory service	Provide community with access to heritage advisory services on a regular basis	Funding has been secured for the 2023/24 Heritage Advisory services.	On track 
2.1.5.3	Manage the Heritage Grants Program	Acquit grants program as per OEH requirements	Council was notified early in 2023 of the success of the Local Heritage Places grant. This grant provides \$25,000 to fund 1. the Local Heritage Places grants 2. Heritage advisory services.	On track 

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

2.2.1: Safety initiatives – Support community driven safety initiatives

Delivery Program Progress	<p>Council awarded Byron Youth Service the first installment of the Street Cruise funding as part of Council's adopted 2022-23 Operational Plan and Budget.</p> <p>Soul Street NYE was held on 31 December in Denning Park, Bay Lane and Jonson Street in partnership with NSW Police. The event was a great success with positive feedback received from attendees and community members. Event outcomes will be shared following the completion of debriefs with key stakeholders.</p> <p>The assessment and upgrades of street lighting across the Shire is planned to commence in quarter three and four. Byron Bay CBD CCTV maintenance activities are progressing as planned.</p>
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2022/23 Operational Plan Activities






OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.1.1	Deliver New Year's Eve Soul Street event in partnership with community stakeholders	NYE event delivered	The event is only two weeks away, and internal coordination processes are nearly complete including Event Management Plan, licenses, Waste Management Plan, Communications Plan (multiple methods including drop ins to business owners adjacent Denning Park & Jonson St) and a technical walk through with event manager. Traffic Management staff are ready to be deployed, and Police and Emergency Management services informed of event plans. A staff information pack has been compiled and circulated to key staff and event manager.	On track	
2.2.1.2	Provide funding to Street Cruise to enhance community safety outcomes for young people	Street Cruise annual report completed	Awarded Byron Youth Service the first instalment of the Street Cruise funding as part of Council's adopted 2022-23 Operational Plan and Budget. This funding aims to support Street Cruise to enhance community safety outcomes for young people in the Shire. The service implementation is ongoing, with additional funding provided to support additional resourcing during Schoolies week 2022.	On track	
2.2.1.3	Shire Wide Street Lighting	Operations and assessment of shires street lighting throughout year	Byron Shire Bulk LED Upgrade Agreement has been executed with Essential Energy for the upgrade of streetlighting throughout the shire. Works scheduled to be completed by 30/06/2023	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.1.4	Byron Bay CCTV Monitoring and Maintenance	Operation and maintenance of Byron Bay CCTV systems throughout year	Repairs to flood impacted equipment scheduled for completion by 30 January 2022. Replacement equipment is to be delivered to site by 10 January 2022.	Delayed	

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

Delivery Program Progress	Protected, promoted and controlled risks to public health by delivering environmental and public health education programs to the community, participation in Beach Water program, investigating and responding to public and environmental health matters, delivering the Food Premises inspection program and assisting Local Public Health Unit in mosquito trapping.
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.2.1	Deliver environmental and public health education programs to the community	Deliver 4 communications on National Food Safety Week, asbestos and other public and environmental health topical matters	Social media posts published: - A NSW Health reminder on keeping mosquitos at bay.	On track	
2.2.2.2	Provide 'I'm Alert' online food education training	Maintain 'I'm Alert' online food education training system; Respond to 100% of enquiries relating to 'I'm Alert'	Subscription for 'I'm Alert' has been renewed and is available online for the duration of the 2022/23.	Completed	
2.2.2.3	Participate in Beach Watch program from December to April	Weekly water samples in 5 locations completed (>90%)	Water sampling is continuing.	On track	
2.2.2.4	Monitor, investigate and respond to public and environmental health matters through proactive inspections and surveillance programs	Food Inspections completed compliance (>90%); Public Health Inspections completed compliance (>90%); Customer service requests attended to within response times (>85%)	Breakdown of CRMs received, completed and outstanding: December 2022: 21 received (15 or 71% of these completed during the month) 19 completed 68 remain outstanding 2022/23 208 received (180 or 87% of these completed during the period) 210 completed	On track	
2.2.2.5	Assist local Public Health Unit in mosquito trapping (JEV surveillance)	Respond to >90% of requests from Public Health Unit	Staff are currently monitoring a mosquito infested site in Booyong for the Public Health Unit. Testing is ongoing.	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status
2.2.2.6	Deliver the Food Premises inspection program	Inspections conducted in accordance with NSW Food Regulation Partnership includes inspections and markets/major events (80% completed) Compliance with legislation and food safety standards (> 90%)	<p>December 2022</p> <ul style="list-style-type: none"> - 37 food shop inspections (33 Satisfactory / 4 Unsatisfactory) - 16 Food Stall inspections (10 Satisfactory / 6 Unsatisfactory) <p>2022/23</p> <ul style="list-style-type: none"> - 245 food shop inspections (216 Satisfactory / 29 Unsatisfactory) - 106 Food Stall inspections were carried out (71 Satisfactory / 25 Unsatisfactory) 	On track





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

Delivery Program Progress

Enhanced public safety via proactive camping patrols and parking patrols as well as investigating and responding to complaints against building standards.

2022/23 Operational Plan Activities


OP Code	Operational Plan Activity	Measure	Comments	Status
2.2.3.1	Undertake proactive camping patrols of streets and public places throughout the Shire	Patrols of streets and public places undertaken for unauthorised camping activity (> 7 weekly) Patrol roster maintained to meet peak period demands	<p>Rosters are prepared to ensure patrols of streets and public places are maintained.</p> <p>Breakdown of CRMs received, completed and outstanding:</p> <p>December 2022: 38 received (35 or 92% of these were completed during the month) 33 completed 33 remain outstanding</p> <p>2022/23: 186 received (173 or 93% of these have been completed during the period) 172 completed</p> <p>Targeted patrols of illegal camping hotspots were undertaken in partnership with NPWS, Crown Lands, Reflections and Local Police.</p>	On track
2.2.3.2	Respond to and investigate complaints against building standards	No. of investigations against building standards.	Complaints about building standards are generally identified during compliance action and where necessary reported to the Department of Fair Trading.	On track



OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.3.3	Conduct Swimming Pool fence inspections in accordance with relevant legislation	No. of Swimming Pool inspections carried out.	<p>December 2022</p> <ul style="list-style-type: none"> - 17 Swimming Pool safety inspections were undertaken. (9 were unsatisfactory) - 8 Compliant certificates were issued. - 0 non-compliant certificates were issued. <p>2022/23</p> <ul style="list-style-type: none"> - 76 Swimming Pool safety inspections were undertaken (28 were unsatisfactory) - 45 Compliant certificates were issued. - 11 non-compliant certificates were issued. <p>Inspections as part of the Swimming Pool Safety Inspection Program are undertaken on a risk basis, with older areas with a high number of pools, multiple-occupancy dwellings and tourist/visitor accommodation considered at higher risk.</p>	On track	
2.2.3.4	Conduct Fire Safety inspections in accordance with relevant legislation	No. Fire Safety inspections carried out.	Fire Safety inspections are managed and conducted on request or complaint.	On track	


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

Delivery Program Progress	Promoted awareness of the requirements of the Companion Animals Act with respect to the ownership of companion animals by undertaking proactive patrols of community parks and open spaces, the provision of companion animals management services and the facilitation of companion animals education. Developed and finalised the Dogs in Public Spaces Strategy.
Highlight	Finalised the Dogs in Public Spaces Strategy and the Guide to Dog Areas in Byron Shire

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
2.2.4.1	Undertake proactive patrols of community parks and open spaces to monitor safe use by dogs and their owners	Patrols undertaken of town and village parks & open spaces (> 4 weekly) Patrol roster maintained to meet peak period demands	<p>Patrols are undertaken throughout towns and villages as required. Patrol roster maintained to meet peak period demands</p> <p>Breakdown of CRMs received, completed and outstanding:</p> <p>December 2022: 79 received (64 or 81% of these were completed during the month) 90 completed 70 remain outstanding</p> <p>2022/23: 540 received (506 or 94% of these were completed during the period) 567 completed</p>	On track 

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.4.2	Provide companion animal management services	Annual reports and registration financial statements submitted to Office of Local Government by due date (100%) Dog attacks investigated within 24 hours of notification (100%) Animals impounded are returned to owner or rehomed (90%)	<p>Companion Animal reporting was submitted to the Office of Local Government within the legislated timeframe.</p> <p>Dog attack reporting's are investigated immediately. There were:</p> <ul style="list-style-type: none"> - 10 dog attacks reported during December 2022. - 56 dog attacks reported during 2022/23. <p>100% of impounded animals are returned or rehomed with assistance from local animal welfare organisations.</p> <p>A new Animal Education and Enforcement Officer recently commenced employment. A dog sign audit of the shire is being undertaken.</p>	On track	
2.2.4.3	Facilitate companion animals education	Participation in RSPCA Keeping Cats Safe at Home project; deliver 2 educative programs; update communications to promote responsible pet ownership	<p>Council continues to share information directly from the RSPCA in relation to the Keeping Cats at Home program via the website and social media.</p> <p>December initiatives included sharing the 'What to do if you find a cat' brochure. Christmas is 'Kitty Season' with the biggest increase in kittens being referred to the RSPCA. This important initiative aimed to increase the community's awareness of steps to take should you find a cat or kitten in your neighbourhood.</p>	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.4.4	Develop Dogs in Public Space Strategy	Stage one: complete; Stage two: Community engagement to be completed; Stage three: prepare and adopt strategy to be completed by mid to late 2022	<p>The Dogs in Public Spaces Strategy and associated guidelines were adopted by Council on 15 December 2022 (Resolution 22-738). In accordance with the resolution, amendments to the related Companion Animals Policy will be placed on exhibition in the New Year and adopted if no submissions are received. If submissions are received, it will be reported back to Council.</p> <p>Actions within the Strategy will be included in the 2023/24 Operational Plan.</p>	Completed	

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

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

Delivery Program Progress	Council has engaged with Aboriginal stakeholder groups to discuss developing an inclusive Aboriginal consultative committee which reflects the shire's Aboriginal community. Discussions with Arakwal and Tweed Byron Local Aboriginal Land Council has been ongoing. Council representatives attended the Widjabal/Wyabal Native Title determination and are awaiting the opportunity to begin consultation with these native title holders.
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.1.1	Continue working with Traditional owners on land management matters	All actions required of Council completed	Updates following the Widjabul Wia-bal native Title determination underway and ongoing engagement continuing.	On track	▶
2.3.1.2	Undertake consultation with Local Aboriginal stakeholders to develop a consultative group.	Aboriginal consultative group established.	Attended the Widjabal Native Title Determination in December. Awaiting contact details for the newly formed Prescribed Corporate Body to discuss Aboriginal consultative group.	On track	▶
2.3.1.3	Coordinate the Arakwal Memorandum of Understanding Advisory Committee	Quarterly meetings held	New Arakwal Board elected and awaiting meeting invitation to discuss the MOU.	Delayed	

2.3.2: Aboriginal cultural expression – Support First Nations cultural expression

Delivery
Program
Progress

This activity continued in the July-December period though capacity was somewhat impacted by human resources dedicated to disaster recovery activities. Advice was provided to steer project proposals to Council which involved Aboriginal creative activity or works on land with Native Title.


2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.2.1	Work with Council units to consider First Nations cultural expression into work programs and projects.	First Nations cultural expression incorporated into council programs and projects.	Working with internal council staff to promote First Nations cultural expression being incorporated into council programs and projects.	On track	

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

Delivery Program Progress	Council have enabled meaningful engagement opportunities for Arakwal Corporation: Cultural Heritage monitors for the Clarkes beach scraping project and involvement in the Sandhills Skate Park development. In addition, Council has been working closely with Arakwal to protect a cultural site impacted by coastal erosion.
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.3.1	Develop a draft project plan to implement a staged Aboriginal Cultural Heritage Mapping and Management Plan.	Implementation plan developed and endorsed by Executive Team/Council	Defer to 2023/24. No budget allocation and insufficient internal capability and capacity for this action this financial year.	Needs attention	

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

Delivery Program Progress	Council has discussed Arakwal Corporation's involvement in citizenship ceremonies and these discussions will continue in 2023. The Widjabul-Wiabul native title determination in December 2022 offers further opportunity to reengage with Land Councils and other stakeholders regarding priority projects.
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.4.1	Partner with Aboriginal stakeholder groups, Council and business to increase economic procurement opportunities	Increase in Aboriginal procurement opportunities and business spending.	This action has been delayed due to insufficient capacity related to short-term focus on disaster recovery. Proposed methods to achieve improved procurement of Aboriginal providers is being scoped.	Delayed	

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

Delivery Program Progress	Capacity for this program of work somewhat limited by reduced human resource capacity (i.e., short term focus on disaster recovery). The Aboriginal Project Officer has been meeting with the new Arakwal CEO during the reporting period to progress the Arakwal Cultural Centre site. Council also supported the Aunty`s Cafe initiative at Broken Head Caravan Park, with social media promotion and attendance at the opening event. Advice and support provided to Tweed Byron Local Aboriginal Land Council for two successful funding applications for an Aboriginal Rangers program and youth initiative. Further consultation with Aboriginal stakeholders will be undertaken in early 2023 to discuss further opportunities for economic self-determined initiatives.
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2022/23 Operational Plan Activities


OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.5.1	Create three opportunities which recognise and value local Aboriginal history and cultural knowledge.	3 initiatives supported	Citizenship ceremonies, NAIDOC, arts projects.	Completed	
2.3.5.2	Support annual NAIDOC week	NAIDOC week supported		Completed	
2.3.5.3	Refer development applications to Arakwal and Local land councils for advice and comment where required	No. of development applications referred.	During 2022/23 five referrals have been made Arakwal and Local Land Council's.	On track	

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

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

Delivery Program Progress	Byron Shire Council continues as a Member Council of the Richmond Tweed Regional Library service and offers three branches (Byron Bay, Brunswick Heads and Mullumbimby) as well as a Mobile Library Service to the community. With COVID restrictions lifting, the library service has seen a greater number of patrons return in person and continues to offer a range of programs and facilities across the three branches.
Highlight	A Byron Shire Council Service Level Agreement has been developed and signed, documenting the key services to be provided and expected levels of performance for each. Byron Bay Library was successful in securing a grant to fund a Questacon exhibit for the Summer Holiday period.


2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.1.1	Actively participate in the Richmond Tweed Regional Library (RTRL) Senior Leadership Group and provide support to RTRL Committee	Attendance at meetings	The RTRL Senior Leadership Group continues to meet regularly to discuss relevant matters including Service Level Agreements, Mobile Library Strategy, draft Deed of Agreement, WHS issues, and general library operations. Council has supported a grant application for the Byron Bay Library to fund a youth holiday program, which has been successful and will be installed from 21 December 2022. The first quarterly SLA performance report to the RTRL Committee was tabled on 9 December.	On track	

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





Delivery Program Progress	Council conducted a Youth Engagement Survey to help understand the unique needs and perspectives of young people. 56 young people aged between 12 - 24 years responded to the survey. Further consultation was planned in collaboration with Byron Youth Service; however, this was delayed due to the flood recovery work and resourcing constraints. The survey outcomes will be shared with key stakeholders in 2023 and will be used to inform future engagement activities with young people, including how Council consults with young people and on what key topics and issues.
Highlight	In response to Council's Youth Engagement Survey, 75% of young people (n=56) stated affordable housing was the biggest issue for the Shire. 70% of young people said they'd like Council to engage with them via surveys.

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
2.4.2.1	Facilitate and support youth engagement initiatives	2 initiatives supported	Byron Shire Council provided funding to support two organisations - the Byron Youth Service and Red Frogs - to deliver on the ground support during Schoolies. This funding was coordinated via participation in the Community Drug Action Team (CDAT). The Red Frogs delivered support services to keep young people safe, in collaboration with NSW Police. The Byron Youth Service delivered a street-based harm minimisation program to connect young people with support, information and referral. The Byron Youth Survey Findings 2022 report is ready for distribution in early 2023 to external youth services and community organisations. The aim of the survey was to help Council understand the opinions, ideas, experiences, and challenges of young people living, working, studying and/or socialising in the Byron Shire. The findings report will help provide information that may be useful for service delivery and advocacy for young people and will help inform Council's next steps for youth engagement.	On track 


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

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.3.1	Provide high-quality early childhood services with children and families at its core	Services operational and meeting National Quality Standards	Providing high quality care and education across early and middle childhood services continues to be implemented. A focus on relationships with families commences our 2023, ensuring governance is well maintained across services, and working with our community stakeholders to embrace all seven quality areas.	On track	
2.4.3.2	Provide high-quality middle-childhood outside school hours (afterschool and vacation) care with children and families at its core	Services operational and meeting National Quality Standards	The Department of Education is in the process of considering a private tender application for the provision of OSHC at Mullumbimby, which may impact the provision of Council delivered OSHC in Mullumbimby. We are awaiting final details to begin community consultation, before a decision is made regarding Council OSHC for Mullumbimby. The two remaining OSHC services continue to be at high occupancy and demand is great within the Shire.	On track	
2.4.3.3	Continue to implement revised Children's Services business model by October 2023 to strive for financially sustainability	Business model implemented with improved financial outcomes for the service	Business and project milestones are set to be reviewed in January to determine whether the implementation of the revised business model can be achieved by October 2023. Some milestones were impacted as a result of COVID vaccine mandates on staffing resources and recruitment challenges in 2022.	On track	
2.4.3.4	Deliver the Children's Services Emergency and Resilience Planning and Preparation program/ Bushfire Recovery Funding Work Plan	Policy documents finalised, scenario testing conducted, staff capacity improved to ensure safe practice in emergencies	Operational aspects of the action have been successfully facilitated into all Children's Services sites. Practice on the ground is the only outstanding item, and this is an ongoing process. Grant funding expected to be acquitted in due course.	On track	
2.4.3.5	Embed Child Safe Standards across the organisation	Child Safe Standards embedded across the organisation	Project experienced delays as a result of diverting staff due to resourcing constraints. The project was presented to the Leadership Team in November and a working group established with the inaugural meeting occurring in December. Continuation of working group to resume in February 2023 to meet project milestones.	Needs attention	

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

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.4.1	Progress Lot 12 Bayshore Drive Byron Bay future use	Completion of the subdivision	The three-lot subdivision DA has been approved. Quotations are being sort for the necessary works.	On track	

2.4.5: Education – Develop partnerships with educational institutions across all stages of the learning spectrum to ensure that lifelong learning is available to the community


Delivery Program Progress	There are no Operational Plan activities for this DP item.
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2.5: Create social impact and initiatives that address disadvantage

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

Delivery Program Progress	<p>New Disability Inclusion Action Plan (2022-2026) developed and implemented from July. Three accessible formats produced including Easy Read, Large Print and web accessible pdf.</p> <p>Several internal collaboration meetings have been held to support Council teams to deliver action items. Increased feedback, understanding and collaboration through the Internal Working Group and Access Consultative Working Group.</p> <p>Australian Network on Disability consulting hours to be utilised to progress access and inclusion outcomes by May 2023.</p>
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
2.5.1.1	Implement, monitor and report on the Disability Inclusion Action Plan 2022-2026	Annual reporting obligations met within statutory requirements	<p>New Disability Inclusion Action Plan (2022-2026) developed and implemented from July. Three accessible formats produced including Easy Read, Large Print and web accessible pdf.</p> <p>Several internal collaboration meetings have been held to support Council teams to deliver action items. Increased feedback, understanding and collaboration through the Internal Working Group and Access Consultative Working Group.</p> <p>Australian Network on Disability consulting hours to be utilised to progress access and inclusion outcomes by May 2023.</p>	On track 

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

Delivery Program Progress	Participated in Regional Health and Wellbeing Subcommittee, including advocacy efforts in response to disaster recovery needs. Our participation was informed by the local Health and Wellbeing Subcommittee we convened, as well as ongoing contact with human services NGOs and community organisation involved in disaster recovery. Created the Recovery Action Plan 2022-24 which consolidates Council's activities related to recovery of our communities from the Feb-Mar 2022 disaster events. The RAP has been shared with state government agencies to inform their activities.
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2022/23 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status	
2.5.2.1	Engage with community stakeholders to identify and develop local priorities and inform advocacy efforts	Local priorities identified	Community engagement and other needs assessment methods have informed the development of the Recovery Action Plan 2022-24 as Council's response to the Feb-March 2022 disaster events. This plan will support Council's advocacy to other levels of government to meet community needs.	On track	

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

Delivery Program Progress	<p>Council staff continue to facilitate the Ending Rough Sleeping project, providing service sector coordination for homelessness services in order to improve client outcomes. Council staff continue to lead practice and share knowledge through presentations at the Australian Zero Homelessness Summit in Brisbane and the AHURI National Homelessness Conference held in Canberra.</p> <p>Service Coordination Group successful in acquiring 'Making-a-Home' grant from StreetSmart to support people sleeping rough into housing. Total of 211 people on the Byron Shire By Name List of people sleeping rough; in the last quarter 28 people were added to the list and two people permanently housed.</p> <p>Council staff participate in the District Homelessness Implementation Group, Advance to Zero Steering Committee and assisted in the formation of the NSW Local Government 'Homelessness Community of Practice'.</p>
Highlight	Public Safety Liaison Officers had 374 engagements with people sleeping rough from July - December 2022, with 53 referrals made.

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.5.3.1	Respond to people experiencing homelessness and rough sleepers through engagement and referrals to appropriate support and housing services	Number of contacts and referrals to outside providers made.	<p>Public Space Liaison Officers work with the community and service providers to support people sleeping rough and apply a compassionate and proactive approach to the management of public spaces.</p> <p>During December 2022 the following services were provided: No. of people engaged - 151 Referrals made - 21 Information provided - 104 Joint Patrols - 6 Clean ups organised - 0 DCJ - T/A referral - 0 SHS referrals (not taken on by service) - 0 Material aid given - 16 People added to By Name List (BNL) - 0 Meetings attended - 6</p> <p>2022/23 No. of people engaged - 805 Referrals made - 115 Information provided - 526 Joint Patrols - 126 Clean ups organised - 4 DCJ - T/A referral - 12 SHS referrals (not taken on by service) - 0 Material aid given - 75 People added to By Name List (BNL) - 6 Meetings attended - 51</p>	On track	
2.5.3.2	Partner with Byron Community Centre to deliver Fletcher Street Cottage (homelessness hub)	Byron Community Centre annual report completed	Regular engagement between Council staff and Fletcher Street Cottage staff, including tri-weekly attendance at Fletcher Street Cottage by Public Space Liaison Officers. Ongoing participation by Fletcher Street Cottage staff in Council-led Byron Service Coordination Group. Facilitated engagement with End Street Sleeping Collaboration to help support service delivery and data collection.	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.5.3.3	Coordinate the Ending Rough Sleeping Byron Shire Collaboration	Project delivered	Byron Service Coordination Group chaired monthly. Total of 211 people on the Byron Shire By Name List of people sleeping rough; in the last quarter 28 people were added to the list and two people permanently housed. End of year event hosted for Service Coordination Group members and Collaboration partners. Engagement with new sector representatives, locally and nationally. End Street Sleeping Collaboration visit to Northern Rivers region, Council facilitated engagement with stakeholders and identified initial priorities for 2023. Workshop design and delivery at the Australian Zero Homelessness Summit to share local learnings with national stakeholders. Participation in the District Homelessness Implementation Group, Advance to Zero Steering Committee and assisted in the formation of the NSW Local Government 'Homelessness Community of Practice'.	On track	
2.5.3.4	Facilitate cross-directorate working group on homelessness to strengthen internal collaboration, knowledge exchange, advocacy, and planning	5 internal working group meetings facilitated	Homelessness Internal Working Group meetings recommenced in November and will continue to be held bi-monthly moving into 2023. The November meeting was attended by 10 cross-directorate representatives and reflected a desire for increased attendance, communications and information sharing across the organisation.	On track	
2.5.3.5	Develop Homelessness Policy	Homelessness Policy completed	Need and utility of a policy is under discussion by cross-directorate Homelessness Internal Working group. Further investigation to take place in 2023.	Delayed	

Community Objective 3: Nurtured Environment

We protect and enhance the natural environment

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

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

Delivery Program Progress





Working to reduce wildlife vehicle strike in Byron Shire through developing a feasibility assessment for koala road strike mitigation options along Hinterland Way and Lismore Rd, implementing 4-month variable message sign trial carried out at key road strike blackspots, and seeking funding for installation of LED solar powered signs. Working with DPE Biodiversity Conservation Division to develop best practice methodology for 2023 koala activity surveys. Regular meetings with Regional Koala Network to exchange information and collaborate on joint koala conservation projects, including developing a Regional Koala Plan for the Northern Rivers.





Quarterly flying fox census' completed. Staff attended National Flying Fox Forum in October. Launched Byron Shire Flying Fox flip book at Big Scrub Rainforest Day in November. Book distributed to primary and pre-schools throughout the shire, and in-school book reading events held at several schools. Received \$20,000 WIRES grant for Flying Fox - Koala community engagement campaign.

Supporting Brunswick Valley Landcare and project partners on various projects to protect and create threatened wildlife habitat, including wildlife nest boxes, glossy black cockatoo and greater glider habitat.

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
3.1.1.1	Partner with DPE to implement koala vehicle strike mitigation in Byron Shire as part of the NSW Koala Strategy 2022-2026.	Priority sites identified. Feasibility and cost assessment for priority sites completed.	<ul style="list-style-type: none"> - DPE Grant \$15,440 to deploy variable message signs around the shire to alert drivers of koala breeding season. Signs located on Coolamon Scenic Drive in September, Granuaille Rd in October, Lismore Rd in November. Traffic counters to be located at Broken Head Rd in December. - Partnered with DPE to engage Geolink to develop feasibility assessment and costs for road strike mitigation options along Hinterland Way and Lismore Rd. - Applied for grant for LED radar speed signs at Broken Head Rd, Coolamon Scenic Dr and Coorabell Rd. 	On track

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.1.2	Engage with the community regarding mitigating threats to koalas.	Digital and print media regarding ways to mitigate threats to koalas. Partnerships with community groups on koala conservation activities	<ul style="list-style-type: none"> - Relocatable variable message signs relocated to Lismore Rd to alert drivers to koalas. Signs will be rotated around four different locations during koala breeding season (to date Coolamon Scenic Drive, Granuaille Rd and Lismore Rd), with traffic speeds monitored. Funded by grant from NSW Government. Promoted on social media 5/09/2022. - Applied for grant funding for koala signs on Broken Head Rd, Coolamon Scenic Drive and Coorabell Rd. - Working with Regional Koala Partnership to develop digital and print media to be used throughout Northern Rivers region to raise awareness of koala activity. - Radio interview on Triple Z re koala road strike. - 2 x social media posts re koala signs, urging drivers to slow down. - Variable message sign on Broken Head Rd finished end October - partnership with Bangalow Koalas. 	On track	
3.1.1.3	Partner with Regional Koala Group to progress koala conservation in Northern Rivers region.	Bi-monthly Regional Koala Group meetings attended.	<ul style="list-style-type: none"> - Met with Regional Koala Group and Regional Koala Partnership 28/10/22. - Met with Regional Koala Officer 24/11/22 regarding funding for road strike mitigation and habitat restoration project 	On track	
3.1.1.4	Partner with Northern Rivers Regional Koala Partnership to deliver Regional Koala Activity Study.	Regional Koala Activity Study progressed.	<ul style="list-style-type: none"> - Met with Regional Koala Partnership in October to progress Regional Koala Plan. - Regional koala study complete. Results reported to Regional Koala group, and now being used for development of draft Regional Koala Plan. - Comments on draft Regional Koala Plan and map provided to consultants in October. - Second draft of Regional Koala Plan due by end 2022 or early 2023. - Attended update from DPE regarding NSW state koala survey program. 	On track	
3.1.1.5	Review role of Flying Fox Project Reference Group.	Future role for Flying Fox reference group reported to Biodiversity Advisory Committee	Not commenced yet.	Not commenced	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.1.6	Provide advice and information to the community regarding flying foxes.	Digital and print media regarding ecological importance of Flying foxes. Advice provided to communities impacted by Flying Foxes.	Flying Fox project officer attended 2022 National Flying Fox Forum in Adelaide, 28-29 September. Byron Shire Flying Fox book completed with community engagement activities undertaken November - December: - Staff attended Big Scrub Rainforest Day 30 November to showcase Byron Shire Flying Fox book and engage with community about flying foxes. - Byron Shire Flying Fox book promoted on Instagram. - Book promoted via Media Release and Facebook - 3 pre-school story reading sessions completed - Byron Shire Flying Fox books distributed to pre-schools and primary schools in the shire.	On track	
3.1.1.7	Complete quarterly National Flying Fox census	Four census' complete.	Flying Fox Census completed 23 November. Next census due February 2023.	On track	
3.1.1.8	Audit and renew roadside threatened vegetation mapping.	All mapped sites audited to confirm vegetation condition. Roadside markers replaced where required.	Ground truthing GIS mapping and refining practical scope of study. Delays ongoing due to staff unavailability.	On track	
3.1.1.9	Seek funding to implement the Biodiversity Conservation Strategy, Coastal Koala Plan of Management and Flying Fox Camp Management Plan.	Grant applications and investigations reported through monthly OP reporting	- Received \$20,000 WIRES grant for Flying Fox - Koala community engagement campaign. - Received \$15,000 funding from NSW Koala Strategy for maintenance of existing koala habitat restoration sites. - Submitted Expression of Interest to DPE for funding koala road strike mitigation signage at Broken Head and Coorabell. - Negotiating grant funding for flying fox-koala community education campaign.	On track	

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

Delivery Program Progress	<p>Council seasonal wild dog, fox and feral cat trapping complete. Supporting LLS feral cat trapping and community education program. Staff also attended feral cat trapping workshop and field day to understand current best practice techniques for feral cat trapping and undertook monitoring surveys of roaming domestic cats in Byron Shire.</p> <p>Working with Northern Rivers Feral Deer Working Group on best ways to collaborate to manage feral deer in the region.</p> <p>Delivering Indian myna trapping program.</p> <p>Responding to over 50 enquiries regarding pest animal management.</p>
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2022/23 Operational Plan Activities






OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.2.1	Implement Dog, fox and cat trapping program.	9 trapping weeks of dog, fox and cat trapping implemented.	<ul style="list-style-type: none"> - Now outside trapping season (trapping season runs from April - June), but some trapping still occurring throughout Shire following delays caused by flooding. - Myna trapping program promoted through Brunswick Valley Landcare. - Several requests received for Indian Myna traps. 	On track	
3.1.2.2	Implement Indian Myna Trapping program.	Indian Myna Trapping program implemented.	Traps are being installed where community requests received & training provided. Project recently promoted via Brunswick Valley Landcare newsletter - resulted in 5 more enquiries. Facebook group set up for Indian Mynas and sharing traps as there are a limited number of traps available.	On track	
3.1.2.3	Participate in Northern Rivers Feral Deer Management group.	Regional Deer Awareness Coordinator engaged.	Two meetings with Feral Deer practitioners/stakeholders in November, to exchange information and control techniques/strategies - National collaborative group and Regional group. Community education planned for 2023.	On track	
3.1.2.4	Provide non-chemical steam weeding program to high-use public areas including CBD streetscapes and playgrounds.	Program within budget and identified areas treated and annually reported	Steam weeding and cleaning program is being rolled out successfully across Shire-wide playgrounds and Streetscapes. Renewal of steam weeding equipment is underway and additional staff are being trained in operations.	On track	
3.1.2.5	Respond to biosecurity threats in accordance with regulatory direction and agreement.	Identified threats addressed within statutory requirements	No new Bio-Security notices issued to council. Staff continue to seek out and eradicate Bitou Bush. Weevils released in persistent Salvinia at Byron STP.	On track	

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

Delivery Program Progress	<p>Planting and restoration of 8 ha koala habitat planned and implemented with funding from a NSW Koala Strategy grant of \$101,211. Additional NSW Koala Strategy grant funding also received for follow up maintenance of 14.05 ha existing koala habitat restoration sites.</p> <p>Grant funding received to monitor impacts of February 2022 floods on koala habitat restoration sites. Monitoring to date indicates that most sites are continuing to thrive, with some tree losses immediately adjacent to waterways and flow paths.</p>
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.3.1	Update Byron Shire habitat restoration database and DPE Koala Habitat Restoration Archive.	New restoration sites added to Byron Shire Habitat Restoration Database and DPE Koala Habitat Restoration Archive.	Byron Shire Habitat Restoration Database finalised by contractors. Brunswick Valley Landcare working on edits/additions.	On track	
3.1.3.2	Deliver the 'Main and Clarkes Beach Dune Recovery Project'	<p>Complete pre and post works dune and beach sand volume surveys (3)</p> <p>Complete beach scraping and dune re-profiling works</p> <p>Decommission and/or restoration of public beach accessways within works footprint</p> <p>Rebuild dune fencing</p> <p>Prepare and commence implementation of Vegetation Management Plan</p>	<p>Works were delivered over 5 days in November 2022. Majority of project complete apart from 12-month drone survey (TBC) and follow-up revegetation. Project went extremely well - coms, planning, beach scraping, restoration of accessways, fencing, signage, dune vegetation. Project Summary Report prepared for discussion at the first Coats and ICOLL Advisory Committee meeting 14 February 2023.</p> <p>Erosion has worsened west of Main Beach - Cav and Belongil. New OP Activity created to scope project and budget for this location in FY2023/23.</p>	Completed	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.3.3	Implement 2022 Koala Habitat Restoration Project.	Complete revegetation and fencing in situ.	Restoration sites confirmed based on site visits with landholders and contractors. Landholder agreements and contracts finalised August-September. Planting commenced September-October and continues in progress (December).	On track	
3.1.3.4	Investigate grant opportunities for improving the Brunswick Estuary ecosystems and river health.	Grants investigated.	Staff presently have two large river restoration grants currently being implemented. These existing grants and associated projects for improving river health need to be executed prior to applying for any new grants.	On track	
3.1.3.5	Deliver Federal Fish Habitat Restoration Project	Riverbank stabilisation and revegetation works complete. Field days complete (2)	Works are delayed and pending finalisation of approvals.	Delayed	
3.1.3.6	Undertake bush regeneration activities to maintain and expand restoration of HEV sites on Council owned or managed lands forming part of the Council bush regeneration program	Delivered in accordance with budget and approved program	Priority sites still being maintained but we are experiencing staff shortage due to an injury and lack of available qualified casuals.	On track	
3.1.3.7	Continuation of mentoring of volunteer community Landcare and Dune care groups and progression of the Small Steps to Healthier Roadside Program	3 entities supported per annum	Council staff continue to mentor groups and individuals in ecological restoration works.	On track	


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

3.2.1: Compliance – Encourage compliance with environmental planning regulations

Delivery Program
Progress

Encouraged compliance with environmental planning regulations by monitoring, investigating and responding to unauthorised land use, development and environmental complaints.



2022/23 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status
3.2.1.1	Monitor, investigate and respond to unauthorised land use, development and environment complaints	100% response to Very High Compliance Priorities identified in the Compliance Priority Program & 80% customer service requests completed	<p>Breakdown of CRMs received, completed and outstanding:</p> <p>December 2022 64 received (36 or 56% of these completed during the period) 54 completed 290 remain outstanding</p> <p>2022/23: 413 received (279 or 68% of these completed during the period) 409 completed</p> <p>During the period the enforcement team made its best endeavours to respond to all manner of compliance priority duties across the whole of the Shire. CRMs were responded to as per the adopted Compliance Priorities Program and/or as resources permit their re-prioritisation.</p>	On track 

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

Delivery Program Progress	<p>Council continued to raise environmental awareness in the community through 19 wildlife-related social media posts, 3 media releases, 2 radio interviews and one television interview.</p> <p>Council continues to provide funding support and office space for the Brunswick Valley Landcare Project Officer. Council staff and the BVL Officer responded to over 150 environmental enquiries.</p> <p>We are also working closely with the Regional Koala Partnership to develop digital and print media to be used throughout Northern Rivers region to raise awareness of koala activity.</p>
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2022/23 Operational Plan Activities



OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.2.1	Support Brunswick Valley Landcare to deliver the Land for Wildlife Program and biodiversity enquiries.	Quarterly reports to Biodiversity Advisory Committee	<ul style="list-style-type: none"> - Met with Brunswick Valley Landcare (BVL) to discuss operating procedure for salvaging hollow logs for nest boxes during Council works. - Council continues to provide office space for BVL staff at Mullumbimby Council office. - Council staff provided training and support for regional Landcare plant identification course 15-17 November 2022. 	On track	
3.2.2.2	Provide coastal and biodiversity information and encourage and support community activities and groups.	<p>Coastal and biodiversity community events supported.</p> <p>Respond to community enquiries regarding biodiversity and coastal issues.</p> <p>Coastal and biodiversity community groups supported.</p>	<ul style="list-style-type: none"> - 4 x farm visits - responded to 20 biodiversity enquiries - responded to 10 enquiries re wildlife corridor map. - 5 emails to Byron Farmers network. - Attended Primex Casino. - Byron Shire regenerative agriculture video shown at events at The Farm and The Paddock. - Ongoing deployment of trial signs around shire alerting drivers of koalas on road. - 2 x pre-school visits to read flying fox flip book. - Launch flying fox flip book on Instagram - Presented to Shearwater Highschool Year 10 Science Students on the Main and Clarkes Beach Dune Recovery Project and coastal processes and hazards. 	On track	



OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.2.3	Publish a Sustainability E-newsletter	Newsletter published quarterly.	Standard e-newsletter distributed in November, and a bonus community-focused edition was distributed in mid-December 2022. A total of three e-newsletters have been sent to community this financial year. Next one is planned for March 2023.	On track	
3.2.2.4	Deliver Climate Conversations Project in collaboration with Lone Goat Gallery	Deliver Expression of Interest	Expression of Interest closed on 30th November 2022. A successful applicant has been awarded the commission by a selection panel and will be announced in early January 2023. Staff will work with the commissioned artist group to develop the art exhibition in line with the theme 'Adaptation'. The Exhibition will be held in July/August 2023.	On track	
3.2.2.5	Continue to support existing community gardens	Guidance and support provided as required	On-going activity. A team of cross-directorate staff are working together to assist Mullum SEED to review their license agreement for Mullumbimby Community Gardens. Mullum SEED has also submitted several development applications to improve and maintain on-site amenities.	On track	


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

Delivery Program Progress	<p>Implementing several environmental mapping projects, including identification of priority open forest ecosystems requiring restoration through reintroduction of fire, review of Byron Shire High Environmental Value and Plant Community Type mapping, and an audit of Council's 2012 threatened roadside vegetation mapping.</p> <p>Draft wildlife corridor map for Byron Shire developed and put on public exhibition.</p>
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.3.1	Update flora and fauna lists for the shire, including status of threatened flora and fauna.	Flora and fauna lists on Council's website.	Threatened species lists finalised. Web page development in progress.	On track	
3.2.3.2	Update Byron Shire Vegetation and HEV mapping	<p>Coastal Swamp Oak threatened ecological community shown on Vegetation Map.</p> <p>Revised HEV mapping on Council website and GIS.</p> <p>Updated Vegetation mapping on Council website and GIS.</p>	<ul style="list-style-type: none"> - Consultant/contractor review of new Plant Community Type (PCT) mapping and Council Vegetation Mapping complete. - Report on the review of PCT and Council Vegetation Mapping finalised and forwarded to the Department of Planning and Environment (DPE) Biodiversity Conservation Division. - Council consultant/contractors working with DPE regarding High Environmental Value (HEV) mapping updates. 	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.3.3	Participate in regional coastal and environmental working groups and initiatives	Participate in the North-East CMP Practitioners Roundtable; Northern Rivers Fire and Biodiversity Consortium; Northern Region Joint Organisation - and relevant NRM Group and local, State or Federal environmental working groups	<ul style="list-style-type: none"> - Participated in monthly DPE Byron coast and estuary projects meeting - Dec - Participated in the 3rd DPE Northern Coastal Practitioners Roundtable meeting - Dec - Participated in the Northern Rivers Joint Organisation NRM Managers meeting - Nov - Continued to partner with Growing the Growers farm network and Farmerly network. - Participated in two meetings with Feral Deer practitioners/stakeholders in November, to exchange information and control techniques/strategies (National collaborative group and Regional group) - Nov - Attended DPE State Koala Monitoring information session - Nov - Attended Regional Koala Partnership meeting - Nov - Attended Richmond River Coastal Management Meeting - Nov - Attended DPE meeting to explore grant funding for weather affected farmers - Nov - Partnered with RSPCA to conduct roaming cat transects - Nov - Attended WWF koala habitats and carbon field day - Nov - Met with BVL re Glossy Black Cockatoo partnership - Nov 	On track	
3.2.3.4	Identify priority open forest ecosystems requiring restoration through the reintroduction of fire.	<p>Map fire interval status.</p> <p>GIS analysis of current and historical open forest.</p> <p>Map identifying priority open forest ecosystems.</p> <p>Methodology report.</p>	<ul style="list-style-type: none"> - GIS analysis and fire interval status mapping complete. - Field assessments completed in November - December. - Expert elicitation workshop undertaken on 29 November. 	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.3.5	Continue the E zone review program (Action No.9 from Rural Land Use Strategy)	Final stage of review completed	Stage 4 C Zones Review (previously E zones) commenced with early engagement underway for Council, public authority, and Aboriginal owned lands.	On track	

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

Delivery Program Progress

Climate Clever was promoted in print and digitally at Zero Emissions Byron's EV Expo in 2022. Unfortunately there has been a low uptake and a lack of interest in the program, and therefore Council will not be renewing its partnership. The Sunspot website has been updated and released. Staff will be promoting the tool in early 2023.

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.4.1	Promote Sunspot tool in collaboration with Zero Emissions Byron	Digital and print media distributed.	Sunspot program and website update has been released. Staff will work with SunSpot team to promote to community in 2023.	On track	
3.2.4.2	Promote Climate Clever partnership to community.	Digital and print media distributed.	Climate Clever will be promoted digitally via the sustainability e-newsletter and in print via The Echo's Sustainability supplement in 2023.	On track	

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




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






Delivery Program Progress



Council continues to progress through the 5-stage process to prepare Coastal Management Programs for the Byron Shire Coastline. Presently there are three CMPs being prepared for the open coast and estuaries currently in Stage 2 of the CMP process. There are around seven CMP related projects being managed by the Coast and Estuary Team. Regular updates are provided to the Coast and ICOLL Advisory Committee on the status of CMP preparation and project delivery.

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
3.3.1.1	Identify coastal hazard risks to the Byron Shire coastline	<p>Byron Shire Coastline Coastal Hazard Assessment Study complete</p> <p>Incorporate findings into CMP preparation</p>	<p>Presentation of draft Coastal Hazard Assessment (CHA) key outcomes to project team complete. Draft CHA report due end of December 2022 which includes LGA-wide assessments for:</p> <ul style="list-style-type: none"> - Regional coastal processes assessment and sand budget - Coastal erosion and recession hazard assessment and mapping - Coastal cliff and slope stability review - First pass coastal inundation assessment <p>Remaining scope items to be completed early 2023 and form site-specific appendices to the draft CHA report:</p> <ul style="list-style-type: none"> - Second-pass coastal inundation assessment for high risk areas - Tidal inundation assessment for lagoons - Erosion and inundation of foreshores for lagoons - Entrance stability assessment for lagoons <p>Technical review of the draft CHA report to be completed early 2023. Presentation of outcomes of the Coastal Hazard Assessment to key stakeholders expected Feb-March 2023. Report to Council by March 2023 for adoption of the Coastal Hazard Assessment Study.</p>	On track

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.1.2	Identify risks to cultural and ecological values and assets in Tallow and Belongil Creek ICOLLs	<p>Engagement with key stakeholders</p> <p>Risks identified and report complete</p> <p>Incorporate findings into CMP preparation</p>	Grant variation and workplan approved by State government. Consultant engaged with Project Kick-Off to commence Jan 2023.	On track	
3.3.1.3	Identify ICOLL water quality pollution sources	<p>Review and finalise the Baywood Chase (Water Quality) Management Plan (Suffolk Park) to improve water quality</p> <p>Monitor Salvinia infestation and management (weevil) within Council managed land</p> <p>Continue to engage with key stakeholders about the Salvinia infestation in Tallow Creek</p> <p>Continue to investigate grant opportunities to improve catchment health and water quality</p> <p>Complete CMP Stage 2 study on ICOLL water quality source tracking and control program</p>	<p>ICOLL water quality source tracking and control program:</p> <ul style="list-style-type: none"> - Grant variation and workplan approved by State government. - Consultant engaged for project. - Project Kick-Off meeting held in December. - Reference material being compiled for consultant. <p>Salvinia weevil released in Tallow Creek upper catchment.</p>	On track	
3.3.1.4	Identify risks associated with Council's coastal planning controls and processes	<p>Audit of coastal planning framework complete (CMP Stage 2 Study)</p> <p>Incorporate findings into CMP preparation</p>	Grant variation and workplan approved by State government. Consultant engaged with Project Kick-Off to commence Jan 2023.	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.1.5	Research the effects of recreational uses on coastal biodiversity and habitats	Evidence based research study complete (CMP Stage 2 Study) Incorporate findings into CMP preparation	Project progressing well. Literature review and external stakeholder engagement complete. Consultant discussion with internal Council staff complete. Draft risk assessment complete and baseline survey sites being identified.	On track	
3.3.1.6	Assess concept options for the modification of the Jonson Street coastal protection works (Main Beach Shoreline Project)	Completion of technical assessment of concept options (CMP Stage 2 Study) Report to Council	Technical assessment of concept options complete. Technical peer review commenced by external expert reviewer and DPE. Report to the Executive Team expected early 2023 then reporting to Council.	On track	
3.3.1.7	Develop two concept plans for upgrades of the Main Beach foreshore from Belongil to Clarke's Beach	Completion of technical assessment of concept options (CMP Stage 2 Study) Report to Council	This project is now in early scoping stage with RFQ estimated to be ready in June 2023	On track	
3.3.1.8	Identify and evaluate management options and opportunities for addressing threats to the Byron Shire coastline	CMP Stage 3 assessment of options commenced	Not yet commenced. Grant application to be prepared for submission to the Coast and Estuary Grants Program early 2023.	Not commenced	
3.3.1.9	Monitor coastal erosion, impacts to beaches and beach recovery	Biannual drone survey Report on CoastSnap monitoring Develop a Coastal Monitoring Plan Investigate other contemporary monitoring options for the coast and estuaries	<ul style="list-style-type: none"> - Drone surveys of Main and Clarkes Beach for the Dune Project to understand beach levels and sand accretion at the location prior to beach scraping and sand levels after the beach scraping (including sand volumes won) is complete. - Coastal monitoring program of Council protection works currently being developed for on-going implementation. - On-going weather and rainfall forecast monitoring for potential storm and inundation events (Team ICOLL). - On-going weather and storm/cyclone forecast monitoring for potential coastal erosion events (Coastal Staff). - Coast Snap analysis to be completed around March 2023. 	On track	



OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.1.10	Provide education on beach erosion, nesting shorebirds, dune vegetation values, estuaries and ICOLLs.	<p>Four engagement activities / community contacts per annum, including media releases, social media</p> <p>Develop educational signage about coastal values for Main and Clarkes Beach</p> <p>Report water quality information to the community (cost estimate \$10,000)</p>	Social media posts, webpage and Fact Sheet completed for the Main and Clarkes Beach Dune Recovery Project. Council's webpages for 'Coast and Waterways' updated providing information about current and proposed coast and estuary projects. Dune and Beach Accessway signs erected at Main and Clarkes Beach - "Sssh the plants are growing" and "Dunes are for plants, paths are for people". Larger signage being developed for Main and Clarkes Beach to outline the project. Presented to Shearwater Highschool Year 10 Science Students on the Main and Clarkes Beach Dune Recovery Project and coastal processes and hazards.	On track	
3.3.1.11	Participate in the preparation of a Coastal Management Program (CMP) for the Richmond River.	Support and participate in Stage 2 studies and CMP preparation (led by Rous County Council)	Project led by Rous County Council. Back on track now with the Forward Plan and studies for Stage 2 CMP preparation discussed at a recent CMP workshop. Public Exhibition of the Scoping Study and Forward Plan for 3 weeks in Nov/Dec 2022 now closed. Support and participation of staff in Stage 2 studies and CMP participation being explored along with potential funding contribution.	On track	

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

Delivery
Program
Progress

Coordinated management of Tallow and Belongil Creek/Lagoons (ICOLLs) was undertaken by relevant staff through Team ICOLL. The team provided continuous oversight of water levels, weather forecasts and events and potential flood risk through Council's Integrated Management System. As part of Council's approvals for entrance management of Tallow and Belongil ICOLLs the team implemented environmental monitoring programs and stakeholder correspondence applicable to opening events.

2022/23 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.2.1	Revise entrance management activities and arrangements for Tallow Creek	<p>Complete a review of entrance management arrangements for Tallow Creek incorporating:</p> <ul style="list-style-type: none"> - the outcomes of other completed Stage 2 CMP studies; and - engagement with key stakeholders. <p>Prepare an Entrance Opening Strategy (EOS) and Environmental Management plan (EMP)</p> <p>Apply for relevant licences and approvals</p> <p>Revised EOS reported to Coastal and ICOLL Advisory Committee</p> <p>Incorporate findings into CMP preparation</p>	Grant variation and workplan approved by State government. Consultant engaged with Project Kick-Off to commence Jan 2023.	On track	
3.3.2.2	Review entrance management activities and arrangements for Belongil Creek	<p>Incorporate findings of completed Stage 2 CMP studies into entrance management of Belongil Creek</p> <p>Revise the EOS and environmental management plan (EMP) (where required)</p> <p>Report outcomes to Coastal and ICOLL Advisory Committee</p> <p>Incorporate findings into CMP preparation</p>	Grant variation and workplan approved by State government. Consultant engaged with Project Kick-Off to commence Jan 2023.	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.2.3	Floodplain Risk Management Committee coordination	Report Flooding matters and items requiring comment through the Floodplain Risk Management Committee (Floodplain Management Advisory Committee)	Coordination continuing throughout the financial year. Next formal meeting to occur in February 2023. New SES representative selected.	On track	▶
3.3.2.4	Federation Bridge Debris Deflectors - Mullumbimby	Construction Works Package complete	Preferred tenderer selected. Project to commence January 2023.	On track	▶
3.3.2.5	Byron Bay Drainage Upgrade	Survey and detail design commenced	Project commenced. Data collection and communication planning underway.	On track	▶
3.3.2.6	Commence the Byron Shire Overland Flowpath Study	Commence study, subject to successful grant application	Project scoping commenced. Tender to be released January/February 2023.	On track	▶
3.3.2.7	Bangalow Flood Risk Study and Plan	Draft document reported to Floodplain Management Committee	Shire wide overland flow path study grant successful. Project scoping commenced.	On track	▶

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

Delivery Program Progress	<p>Water pollution of the Tallow Creek and Belongil Creek estuaries from a variety of sources was identified as a key threat to coastal values in Stage 1 CMP preparation. Staff scoped project components and grant funding for a project to identify risks to environmental values associated with water pollution and entrance opening strategies in Tallow and Belongil Creek catchments and opportunities for improving water quality and entrance management in these catchments. A consultant was engaged in December 2022 with the project due to be completed mid to late 2023.</p> <p>Staff continued to monitor the Salvinia infestation in Tallow Creek and the biological management (Weevils).</p>
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.3.2	Marshalls Creek Foreshore & Roadside Erosion Protection Works - New Brighton	Commence design	Quotations to be requested in January 2023 for design.	On track	
3.3.3.3	Childe Street / Manfred Street Bank Erosion Protection	Construction Works Package complete	Development of works package to be completed by 30/06/2023	On track	
3.3.3.4	Bangalow Wetlands Renewal	Works complete on site to approved budget	Works commenced. Plant selection underway.	On track	



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

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

Delivery Program Progress

Staff have identified a Revolving Energy Fund project, and the Sustainability and Property Maintenance teams have been working together to finalise a quote for a roof-mounted solar system at the Mullumbimby Administration Building.

2022/23 Operational Plan Activities



OP Code	Operational Plan Activity	Measure	Comments	Status	
3.4.1.1	Invite car share operators through an expression of interest process to provide a car share service for the 14 designated parking bays in Byron Shire.	Stage 1. complete EOI Stage 2. prepare three-year contract to commence in 2023/24	EOI documents being prepared	On track	
3.4.1.2	Identify a Revolving Energy Fund project.	Report on proposed energy efficiency or renewable energy project	Revolving Energy Fund project options will be presented to the Executive Team in early 2023. Staff are working with The Green Guys, an LGP preferred supplier, to finalise quotes.	On track	

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

Delivery Program Progress

A full review of Council's operational climate change risk assessment is underway in collaboration with the Strategic Risk Coordinator. Once completed, all climate-related risks will be incorporated into Council's main risk matrices.

2022/23 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status	
3.4.2.1	Review Climate Change Risk Assessment	Review complete	Sustainability team working with Strategic Risk Coordinator to review Statewide Mutual climate change risk assessment and incorporate future reviews into BAU operations.	On track	
3.4.2.2	Scope the development of an Urban Cooling Strategy (CCAP Action 62)	Report to Council	Scoping work to commence in January 2023.	On track	

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

Delivery
Program
Progress

Council has over 600 kW of solar PV installed across several council-owned assets. These renewable energy assets and several other actions have been driving Council's emissions profile down. This was demonstrated in the Annual Emissions Inventory presented to Council in December 2022.

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.4.3.1	Monitor output performance of solar assets and report annually.	Annual report produced.	<p>All BSC solar arrays and monitoring equipment are fully operational, under repair (old WBSTP) or scheduled for decommissioning (RRC1). All sites are monitored on a weekly basis by the Sustainability Officer Utilities (SOU) and any issues are remediated by a council contractor under the supervision of the SOU. The SOU oversees remediation works and reports the results to the Asset Owner (Property Management Coordinator or Utilities Operations Engineer) who then arranges payment for the works conducted by the contractor.</p> <p>The two key findings from this OP item were - firstly unless regularly monitored and maintained solar arrays are likely to fall into disrepair and stop producing a benefit and secondly that in the current market the financial savings of utilising solar to reduce power imported from the grid is much more beneficial than sending solar power back into the grid through Feed In Tariff (FIT) arrangements.</p>	Completed	
3.4.3.2	Prepare Annual Emissions Inventory to determine progress towards 2025 Net Zero Emissions Target.	Annual Emissions Inventory reported to Council.	Activity complete. In accordance with Res 22-745, FY21/22 Annual Emission Inventory will be presented to the next available Climate Change and Resource Recovery Advisory Committee for discussion.	Completed	
3.4.3.3	Report annually on sustainability partnerships, such as Cities Power Partnership.	Report to Climate Change and Resource Recovery Advisory Committee as required	Update report on sustainability partnerships presented to 17 November Advisory Committee meeting. Committee recommended to Council to renew annual membership to Climate Emergency Australia, a local government network advocating for good climate emergency governance across Australia.	On track	



OP Code	Operational Plan Activity	Measure	Comments	Status	
3.4.3.4	Implement Utilities energy optimisation system.	<p>Finalise development of system.</p> <p>Energy inefficiencies identified and reported.</p>	<p>Procedures for optimising asset energy efficiency and renewable energy generation are being finalised. Processes around electricity account and contract management are being considered in an upcoming ET report. An ongoing kWh/kL data trend is being established for all Utilities SPS's and STP's. Monitoring and Verification of energy upgrades</p>	On track	▶

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

Delivery Program Progress

Staff have been closely collaborating with Councillors and the Executive Team to develop a policy and plan for purchasing carbon offsets, in order to achieve net zero emissions. Staff will be continuing this conversation in 2023 with a Councillor Workshop in March.

2022/23 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status	
3.4.4.1	Develop a carbon offset policy and procedure for Council in order to achieve net zero emissions.	Draft policy and procedure commenced	Staff working with Executive Team and Councillors to investigate carbon offset options for Council's operational emissions. Staff to present on local carbon offset options at March 2023 Councilor Workshop.	On track	
3.4.4.2	Participate in regional sustainability working groups and initiatives.	Attend 4 Sustain Northern Rivers Energy Working Group and local, State or Federal working groups as required	Sustainability team collaborated with Northern Rivers Joint Organisation to submit a grant application to the NSW DPE JO Net Zero funding opportunity in November 2022. Grant results expected in early 2023. Staff have participated in multiple Sustain Northern Rivers Working Groups.	On track	

3.5: Minimise waste and encourage recycling and resource recovery practices

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

Delivery Program Progress	Various projects and activities within the Strategy have progresses during the period.
Exceptions	Regional Waste project has not progressed as anticipated due to the EOI process and energy from Waste issues at NSW level. Participating Councils will meet in February to discuss next steps.

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.5.1.1	Maintain membership and participation in the North East Waste regional waste management group	attendance to 80% or more of scheduled working group meetings	Membership ongoing. Manager Resource Recovery attended December quarterly meeting. Update on projects and initiatives discussed amongst membership Councils. Asbestos testing program, mattress recycling and kerbside bin contamination audit discussed.	On track	
3.5.1.2	Review and update Councils relevant Development Control Plan policies and legislation in accordance with future waste management needs	Chapter B8 reviewed and updated in accordance with current waste regulations and strategies	Not yet commenced due to resourcing and project priorities.	Not commenced	
3.5.1.3	Improve management of Council generated waste	Increased resource recovery and decreased waste to landfill in Council operations	-Reusable Catering Kit in use -Run a Christmas wrapping workshop -Christmas staff party avoided waste in many areas -Continue inductions	On track	

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

Delivery Program Progress	Partnered with Take 3 for the Sea in their Schoolies engagement program. Undertook series of litter checks and data collation to form baseline for future programs targeting schoolies. Worked with a number of events including Soul Street on their event Waste Management Plans
Highlight	7 businesses in Brunswick Heads signed up for Circular Cafes Program and 3 for Bring it Back Bruns.
Exceptions	

2022/23 Operational Plan Activities



OP Code	Operational Plan Activity	Measure	Comments	Status	
3.5.2.1	Deliver campaign targeting tourist / rental accommodation	Program delivered within budget	-work with Brunswick Visitors Centre to set up extra bins -instagram holiday waste campaign	On track	▶
3.5.2.2	Implement reusable takeaway container pilot program in Brunswick Heads	Project delivered on time and within funded budget	-Order reusable cups for milkshakes and smoothies	On track	▶
3.5.2.3	Deliver Circular Cafes program in partnership with North East Waste	# cafes joining program	-2 businesses pulled out of program.	On track	▶
3.5.2.4	Reduce contamination in kerbside organics and recycling	Reduction in contamination rates by XX%	-Scrap campaign finished -Instagram video about bin use for Christmas period	On track	▶
3.5.2.5	Develop and implement Zero Waste Event program	Program developed and implemented within adopted budget	-meet with Brunswick Heads Visitors Centre about Falls waste management -meet with Falls organisers -work with Soul street develop Waste Management Plans. -wash station plans were abandoned due to lack of resources from Mullum Cares	On track	▶

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

Delivery Program Progress

Trial of concrete separation at the transfer station to determine collection and handling costs with the aim of introducing a reduced fee for source separated concrete.

2022/23 Operational Plan Activities


OP Code	Operational Plan Activity	Measure	Comments	Status	
3.5.3.1	Maintain and manage Waste and Resource Recovery Collection, processing and disposal contracts	Contractors managed in accordance with Contracts and adopted budget	<p>2014-0011- Waste and resource recovery collection service 1 KPI failures on Bin repairs 334 carried out for the Nov Missed services for November 50 all within KPI specifications No WHS incidents 2020-0028- Transport and Disposal of Mixed Solid Waste and C&D Waste 1986.7t transported in Nov 31.48% Fuel levy- impact on transport per load / 34% Dec Note: Fuel expenses are affecting all Resource Recovery contracts with transport related services. No WHS incidents No KPI failures 2019-0009 Processing comingled recycling New entity 'Polytrade operations' underway 380.0t of recycling transported and processed for the month of Nov No KPI failures or WHS incidents 50 tonnes of concrete recovered and sent to recycler</p>	On track	
3.5.3.2	Support the progression of a regional; alternative waste treatment facility in alignment of the adopted strategy and relevant resolutions	Ongoing support and participation in regional waste activities and projects	<p>Update received from Richmond Valley Councils manager waste and resource Recovery on the EOI process of the North Coast waste Investment review, the NSW positions on Energy from waste and designated locations. The role of the steering committee for the North Coast Waste Investment review discussed, with the group agreeing that a meeting should be held in February. Meetings to be organized by NEW Coordinator. A briefing on the contents of the EOI's received on the Project will be held online on 21 December.</p>	On track	




OP Code	Operational Plan Activity	Measure	Comments	Status	
3.5.3.3	Review and enhancement of public place bin network including number and location of bins, contamination audits, educational and compliance signage and servicing efficiency	Levels of service	<p>Public place bin network additional preparation complete with extra bins in Brunswick heads and Apex Park area in Byron Bay. Bin servicing over the Xmas/ new year period will be carried out morning and afternoon to reduce the chances of overflowing bins within these areas.</p> <p>A separate small bin bank has been set up near the Byron pool to allow better Byron crew to swap out bins in Apex park if required during this busy period. Bin bank is within a caged area to prevent unauthorised access or possible damage.</p> <p>National parks have set up additional bins at Wategos, the pass and the lighthouse to cope with extra demand in these areas.</p>	On track	▶

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

Delivery Program Progress	Engagement activities have increased following the Covid lockdown periods.
Highlight	Engagement with Shedding Community Workshops, Mullum Cares on various projects. Building relationships with Red Frogs, Positive Change For Marine Life and Seabins to work on litter reduction projects.
Exceptions	Partnership with Byron Rangers ceases owing to the Rangers organisation disbanding.

2022/23 Operational Plan Activities





OP Code	Operational Plan Activity	Measure	Comments	Status
3.5.4.1	Implement and update Illegal Dumping and Litter Education and Enforcement Plan (IDLEEP)	Existing Plan implemented and revised in accordance with EPA litter and illegal dumping strategies and targets.	<ul style="list-style-type: none"> -Contract for bulky waste collection supplier reviewed, amendments being negotiated, and proposed start date of Feb 1st confirmed. Current contractor has been notified verbally of changeover date. -Commenced planning for Clean Up Australia Day event with Positive Change for Marine Life. -Bulk warning letters developed for illegal dumping and overflowing/ contaminated bins in the Byron Industrial Estate ready for delivery in early Jan -Statements taken and investigation commenced for illegally dumped asbestos at BRRC -Commenced planning for upcoming grant applications for illegal dumping and littering (through NSW EPA) -Commenced budget planning for 2023 FY for illegal dumping and litter -Commenced research and draft plan for disability/ elderly bulky waste collection service -Media release on illegal dumping and 2 x follow up radio interviews undertaken (ABC North Coast and ZZZ) -Regular monitoring and data input undertaken 	On track 



OP Code	Operational Plan Activity	Measure	Comments	Status	
3.5.4.2	Implement Source to Sea litter reduction program	Project delivered on time and within funded budget	<ul style="list-style-type: none"> -Completed progress review with NSW EPA project manager who was happy with project status and the draft business case -Business case amendments being made as per feedback -Scheduled meeting with drainage maintenance team to review infrastructure options and locations (11.01.22) -Reviewed current SQID devices and undertook brief site inspections 	On track	
3.5.4.3	Develop and support community based sustainability and circular economy initiatives	Initiatives supported in accordance with adopted budget	<ul style="list-style-type: none"> -support and assist Shedding Community Workshop with their end of year event 	On track	
3.5.4.4	Improve and enhance the Second Hand Shop to increase patronage, upcycling and repair	Project delivered on time and within funded budget	<ul style="list-style-type: none"> -Staff continue Test and Tag training -Shed relocation scheduled for mid January - 	On track	

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

Delivery Program Progress	Project Officer Engaged to deliver Capital Works Programs at the Byron Resource Recovery Centre. All of these projects are working to ensure compliance with the EPA Environmental Protection Licences for the site. Planning consultation thus far has indicated works can progress under current consent, or with a variation to existing consents.
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.5.5.1	Maintain compliance with NSW Environmental Protection Licences for the Byron Resource Recovery Centre and Myocum Landfill	compliance with EPL and on time completion of annual returns	Quarry EPL 12600 annual return has been completed and submitted. December volumetric survey completed. Final noise agreement signed by last remaining resident, can now move forward with noise license variation in the new year. Scope of works completed and RFQ for hydrogeological assessment to be advertised early January. November WCMR reporting complete.	On track	
3.5.5.2	Maintain existing waste assets through development of Asset Management Plan and maintenance program	Asset Management Plan and Programmed Maintenance schedule developed	Major leachate pump system upgraded prior to xmas and wet season, with improvements to LTA and LTB leachate sumps. All major pump individualized to enable work to be carried out on pumps without having to shut system down. Both sumps separated into individual systems enabling each system to pump directly to main leachate storage area. Minor electrical work still to be carried out to complete the system upgrade. Telemetry installation has been delayed till early January.	On track	
3.5.5.3	Implement closure and rehabilitation Plan for Myocum Landfill	Capital Project to close, cap and rehabilitate Southern Landfill Cell completed within budget	Planning advice finalised by consultant for project and submitted to BSC for formal advice letter. Internal pulse project created and CM9 folders setup. Waste consultants followed up to finalise Closure Plan (including stormwater).	On track	
3.5.5.4	Deliver Stormwater Management Plan of Byron Resource Recovery Centre Site (Stage 1)	Project delivered on time within adopted budget	Planning advice finalised by consultant for project and submitted to BSC for formal advice letter. Internal pulse project created and CM9 folders setup. Waste consultants followed up to finalise Closure Plan (including stormwater).	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.5.5.5	Investigate Council's methane gas flare and Australian carbon credit unit generation in line with net zero emissions target	Report to Council on findings	Reports and information supplied to the Clean Energy Regulator - submission for Carbon Credits currently under review and awaiting outcome.	On track	
3.5.5.6	Deliver Leachate Management system upgrade in accordance with Variation of EPL conditions	Project delivered on time within adopted budget and Environmental Licence conditions	Project Plan communicated to various stakeholders including planning consultant. Planning advice finalised by consultant and submitted to BSC for formal advice letter. Internal pulse project updated and CM9 folders setup. EPA comms continued and meeting requested early 2023 to work through "hold points". Working through Liquid Trade Waste Agreement with Utilities which will assist scope clarity.	On track	

Community Objective 4: Ethical Growth



We manage growth and change responsibly

4.1: Manage responsible development through effective place and space planning

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

Delivery Program Progress	<p>Finalised the Byron Arts and Industry Estate Precinct Plan Mullumbimby Talking Streets Project</p> <p>In terms of development applications, Section 4.55 applications and S8.2 Reviews of Determinations</p> <ul style="list-style-type: none"><input type="checkbox"/> 329 received<input type="checkbox"/> 411 determined- 383 staff (93.2%)- 26 Council (6.3%)- 2 NRPP (.5%)
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.1.1	Assess and Determine DA's accordance with the relevant legislation	Determinations under delegated authority. Average = 70 days Median = 50 days	<p>December</p> <ul style="list-style-type: none"> - Average: 132 - Median: 68 <p>2022/23</p> <ul style="list-style-type: none"> - Average: 118 - Median: 81 <p>This month 59 DAs were determined and 46 formally submitted. Staff continue to balance the need to reduce the backlog of older DAs and also ensuring that newer applications are determined in a timely manner.</p> <p>While the assessment times remain high, this is a reflection of determining backlog DAs that have been in the system for a longer period. It is anticipated when the majority of the backlog is reduced, processing times will also reduce.</p>	On track	
4.1.1.2	Certify development in accordance with relevant legislation	80% Construction Certificates processed in less than 28 working days; 80% Subdivision Works Certificates processed in less than 28 working days	<p>December 2022</p> <ul style="list-style-type: none"> 100% Construction Certificates processed within 28 days One Subdivision Works Certificates processed during December was not processed within 28 days <p>2022/23</p> <ul style="list-style-type: none"> 92% Construction Certificates processed within 28 days 50% Subdivision Works Certificates processed within 28 days 	On track	






OP Code	Operational Plan Activity	Measure	Comments	Status
4.1.1.3	Exhibit Development Applications as required by the Community Participation Plan	<p>No. of DA's notified or on exhibition.</p> <p>No. of submissions received.</p>	<p>December 2022 7 DAs were exhibited in accordance with the Community Participation Plan. 52 Submissions were received in relation to development applications.</p> <p>Note: Division 3 16 of the Environmental Planning and Assessment Act 1979 provides '.... The period between 20 December and 10 January (inclusive) is excluded from the calculation of a period of public exhibition.'. It is Council's practice to not exhibit any development applications during this time to provide the community adequate time to review DAs and make enquiries with staff.</p> <p>2022/23 197 DAs were exhibited in accordance with the Community Participation Plan. 257 Submissions were received in relation to development applications.</p>	On track



4.1.2: Growth Management Strategies – Implement Local Growth Management Strategies

Delivery Program Progress	RLUS Review scoping report provided to 8 December Council planning meeting and supported Echelon planning (consultancy) engaged to provide update on alternative housing models to inform the Residential Strategy review.
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.2.1	Review Rural Land Use Strategy	Report on scope of review Commence Review	The scoping report was provided to 8 December Council planning meeting and supported. It was noted that any new or additional funding for the comprehensive review of the RLUS, will be considered in the 2023/24 budget process/compilation amongst other priorities.	On track	
4.1.2.2	Investigate capacity for resubdivision within existing Large Lot Residential estates (Action 21).	Report on investigation	The scoping report was provided to 8 December Council planning meeting and supported. Action 21 of the RLUS will be funded from Flood Response Planning Grant from the NSW Planning Delivery Unit.	On track	
4.1.2.3	Review of Local Strategic Planning Statement priority actions	Scope of works prepared	Not yet commenced	Not commenced	
4.1.2.4	Actively participate in 5-year review of the North Coast Regional Plan	Participate in meetings and provide State government with Council response to matters relevant to Byron Shire	DPE finalised North Coast Regional Plan in December.	Completed	
4.1.2.5	Revise and update Residential Strategy	Scope determined and review commenced	Echelon planning (consultancy) engaged to provide an update to earlier 2019 research work on alternative housing models to inform the Residential Strategy refresh.	On track	

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

Delivery Program Progress	<p>Place Planning Collective monthly meetings held.</p> <p>Federal Village Masterplan adopted by Council 8 December 2022.</p> <p>Federal Village Main Street Concept Design adopted by Council 8 December 2022.</p> <p>Bayshore Drive Pocket Park activation events held August - September 2022.</p> <p>Bangalow Materials Palette project initiated.</p> <p>Next Place Plan Expression of Interest to outstanding villages completed and reported to Council 8 December 2022.</p> <p>Mullumbimby Hospital Site Strategy and Urban Design Protocol endorsed by Council 15 December 2022.</p>
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2022/23 Operational Plan Activities






OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.3.1	Facilitate the Place Planning Collective in order to promote and support implementation of actions from adopted town / village masterplans	Place Planning Collective meetings held	PPC Meeting held on 22 November 2022 Next PPC Meeting scheduled for 7 February 2023.	On track	
4.1.3.2	Implement actions from the Our Mullumbimby Masterplan	<p>Design scoped for the intersection upgrade of Burringbar and Stuart Streets</p> <p>Provide advice and guidance for any community-led initiatives from the plan</p>	<p>Design scoped for the intersection upgrade of Burringbar and Stuart Streets yet to commence.</p> <p>Other work - Implementation ongoing.</p>	On track	
4.1.3.3	Implement actions from the Bangalow Village Plan	<p>Bangalow Streetscape Materials Palette reported to Council</p> <p>Provide advice and guidance for any community-led initiatives from the plan</p>	Bangalow Streetscape Materials Palette - drafting by consultant in progress	On track	



OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.3.4	Deliver 'pocket park' activation projects in Bayshore Dr (Byron Arts and Industry Estate Precinct Plan)	Pocket park activation events held	Activation events held in September/October 2022.	Completed	✓
4.1.3.5	Support the Federal Community Village Masterplan Steering Group to finalise the community-led master planning for Federal	Final masterplan reported to Council seeking endorsement	Reported to Council on 8 Dec 2022 and endorsed (refer resolution 22-678)	Completed	✓
4.1.3.6	Complete Federal Village Main Street Movement and Place detailed design.	Concept design completed	Concept plan endorsed at 8 December 2022 Council Planning meeting. Design to move to engineering design with opportunities for further community consultation around the management and movement of buses and footpaths.	On track	▶
4.1.3.7	Amend Local Environmental Plan and Development Control Plan in accordance with Mullumbimby Hospital Precinct Plan	Amendments progressed	Site Strategy and Urban Design Protocol endorsed by Council on 15 Dec 2022.	On track	▶
4.1.3.8	Complete Butler Street Reserve contamination investigation and Environmental Management Plan	Report outcomes to ET	A brief to seek quotations to complete the necessary hydrological and ecological assessments for off-site PFAS contamination is being reviewed	On track	▶
4.1.3.9	Relocation of the Byron Community Market to the centre of town	All actions required of Council completed	Planning and approvals completed, first market to be in new location in March 2023	On track	▶
4.1.3.10	Investigate priority needs for future village/town masterplans	Expression of Interest process to outstanding villages completed and reported to Council	Expression of interests reported to 8 December Council Planning meeting. Council selected the following locations in order of preference: Ocean Shores, South Golden Beach and Brunswick Heads. Staff working to scope up place plan for Ocean Shores.	Completed	✓

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

Delivery Program Progress	<p>McAuleys Lane planning proposal gazetted 16 December 2022</p> <p>C Zone Stage 3 planning proposal gazetted 30 November 2022</p> <p>Affordable Housing Contribution Scheme (AHCS) finalised by DPE to take effect January 2023</p> <p>AHCS Register of Community Housing Providers endorsed by Council 8 December 2022</p> <p>DCP Housekeeping Amendments exhibited 1 November - 5 December</p> <p>Employment Zone amendments finalised by Department of Planning in collaboration with Council</p>
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.4.1	Assess requests to amend Local Environmental Plans and/or Development Control Plans including maps in accordance with legislative requirements.	80% of accepted applicant initiated requests reported to council within the time periods as set out in legislative requirements	No planning proposals received in December. Existing planning proposals in progress.	On track	
4.1.4.2	Review and update LEP and DCP to reflect strategic land use priorities and/or legislative reforms	Housekeeping LEP planning proposal(s) and DCP amendments progressed	<p>DCP exhibition completed. Chapters that received submissions will be presented to Council early 2023. Remaining chapters will be adopted and become effective January 2023 as per resolution 22-554.</p> <p>Draft housekeeping planning proposal started. Investigation on certain amendments is ongoing.</p>	On track	
4.1.4.3	Stand-alone LEP 2014 amendment to introduce new heritage-listed properties	Planning Proposal exhibited and reported to Council	Planning proposal presented to 8 December meeting. Council resolved 22-686 to defer the proposal to be further considered at a Councillor workshop in 2023.	On track	
4.1.4.4	Implement review of Planning Controls for Rural Tourist Accommodation (Res 20-691)	New LEP/DCP controls finalised	Planning proposal to be updated and gateway alteration sought early 2023 following discussion with DPE.	On track	
4.1.4.5	Consider landowner planning investigations for possible new industrial and/or business park areas, as identified in the BILS.	Planning proposals assessment progressed on uploading to portal	Assessment of planning proposals for Areas 2 & 5 in Business & Industrial Lands Strategy is substantially progressed. To be reported to Council in early 2023.	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status
4.1.4.6	Implement State government's employment zone reforms in LEP 2014	New employment zone provisions included in LEP 2014	The NSW Department of Planning has notified the Employment Zones amending instrument on 2/12/22 with a deferred commencement date of 26/4/23. A further report to Council is expected ahead of commencement.	On track 
4.1.4.7	Progress Short Term Rental Accommodation planning proposal	Progressed in accordance with Council resolution	Council report to 15 December meeting on engagement outcomes. Council resolved (RES. 22-729) to adopt the Planning Proposal (PP) with amendments to the exhibited mapped precincts. The PP is being packaged up with revised maps to submit to DPE.	On track 

4.2: Enable housing diversity and support people experiencing housing insecurity




4.2.1: People experiencing housing insecurity – Seek opportunities that provide fair, appropriate, and affordable housing for people experiencing housing insecurity

Delivery Program Progress	There are no OP activities against this DP to report on. There are actions in 4.5.2.3 which align with this re. Support the NSW Government to deliver temporary housing in Byron Shire for flood and landslip impacted residents:
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4.2.2: Partnerships and pilots to address housing needs – Investigate partnerships and pilots that deliver an innovative and affordable housing model for the Shire

Delivery Program Progress	Affordable Housing Contribution Scheme (AHCS) finalised by DPE to take effect January 2023 AHCS Register of Community Housing Providers endorsed by Council 8 December 2022 Evaluation and Probity Plan for 57 Station Street, Mullumbimby signed 11 November 2022
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2022/23 Operational Plan Activities


OP Code	Operational Plan Activity	Measure	Comments	Status	
4.2.2.1	Consider landowner planning investigations for possible residential areas, as identified in the final endorsed Res. Strategy and as applicable implement AHCS via the residential rezoning process	Planning proposal assessments progressed in accordance with legislative requirements	The Department of Planning and Environment has advised that the LEP clause for the Affordable Housing Contribution Scheme has been made and will be in the next round of notifications on the NSW Legislation website on 13 January 2023.	On track	
4.2.2.2	Deliver Landcom Term Sheet Agreement	Term sheet agreement progressed	Open tender for community housing provider progressing with a further report to council in early 2023.	On track	
4.2.2.3	Affordable Housing Contribution Scheme - Implementation and Delivery program	Commence implementation and delivery program EOI to set up a register for preferred community housing providers	The Department of Planning and Environment has advised that the LEP clause plan has been made and will be in the next round of notifications on the NSW Legislation website on 13 January 2023.	On track	

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

Delivery Program Progress

Affordable Housing Contribution Scheme (AHCS) finalised by DPE to take effect in January 2023

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.2.3.1	Prepare submission/s on draft changes to State government planning policy or legislative reforms.	Submissions made on the basis of relevance to Byron Shire	Ongoing - no submission/s made during December.	On track	

4.3: Promote and support the local economy

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

Delivery Program Progress

Consultants appointed to develop Strategy with work commencing in February 2023.

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.3.1.1	Progress development of Business and Visitor Economy Strategy	Complete online engagement stage	Consultants appointed to develop Strategy with work commencing in Feb 2023.	On track	

4.3.2: Social enterprise - Develop a Business and Visitor Economy Strategy to support a resilient and diverse economy








Delivery Program Progress

Consultants appointed to develop Strategy with work commencing in February 2023.

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

Delivery Program Progress	<p>Publication of quarterly business newsletter.</p> <p>Provision of workshops and information to the business community, including research and statistics available on Council's website. Delivery of School-Based Apprenticeship and Traineeship Information Evening in partnership with Training Services NSW Department of Education.</p> <p>Delivery of MoU with Sourdough Business Pathways. Partnerships with other agencies to deliver workshops.</p> <p>Collaboration with agencies and industries to advocate for sustainable business</p>
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.3.3.1	Deliver Sourdough Business Pathways MoU	Participate in meetings as required. Investigate collaboration opportunities.	Continuing to support the local economy by delivering on the Sourdough Business Pathways MoU.	On track	
4.3.3.2	Continue to strengthen partnerships between Council and the business community / industry	Participate in various business groups and meetings when appropriate.	Continuing to strengthen partnerships between Council and the business community / industry via workshops and meetings.	On track	
4.3.3.3	Publish quarterly business eNewsletter	Published business eNewsletter	Business newsletter published regularly.	On track	
4.3.3.4	Continue to support Small Business Month	Support delivery of an event / project	Follow up from School-Based Apprenticeship and Traineeship Information Evening that took place in Small Business Month is now complete.	Completed	
4.3.3.5	Continue to support businesses growth and continuity through provision of information and workshops	Number of workshops	Follow up from School-Based Apprenticeship and Traineeship Information Evening on 21 November has been completed.	Completed	
4.3.3.6	Partner with other agencies to deliver workshops such as mental health, businesses recovery/adaptation, planning and accessibility	Number of workshops held	Partnered with Training Services NSW to deliver a School-Based Apprenticeship and Traineeship information Evening for local businesses and high school students on Monday 21 November. Over 100 people registered for the event.	On track	
4.3.3.7	Collaborate with government, agency and industry on business policy and legislative reforms	Number of submissions made or inquiries attended	Collaborating with government, agency and industry via committees and meetings.	On track	

4.3.4: Employment – Support business initiatives that create local jobs




Delivery Program Progress	Delivery of School-Based Apprenticeship and Traineeship Information Evening in partnership with Training Services NSW, Department of Education. Provision of information and grant opportunities to the business community. Collaboration with agencies and MoU with Sourdough Business Pathways to support business initiatives that create local jobs.
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4.3.5: Regenerative agriculture – Develop and implement strategies to support regenerative agriculture, agri-business and farmers

Delivery Program Progress	<p>Byron Farmers Network continues to grow, with regenerative agriculture information and resources emailed regularly to over 330 members. Agriculture Liaison Officer continues to provide on-farm site visits to provide local farmers with advice and support regarding regenerative agriculture and agri-business.</p> <p>Regenerative Farming in Byron Shire film clip launched online and screened at The Farm's Farmerly event in November.</p> <p>Two regenerative agriculture on-farm field days were held, in July and December and others are being planned. Other education events included two Smart Farms workshops, a presentation at the Carbon Sequestration Forum at The Farm, and supporting the Business of Regenerative Farming workshop.</p> <p>Progressing pilot Northern Rivers Farmer Incubator program and continuing to support the Grow the Growers network to support the local food growing industry.</p>
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
4.3.5.1	Maintain and update Byron Shire Farmer database.	Number of landholders engaged via farmer database.	Byron Farmers Network database updated. Currently at 330 members.	On track

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.3.5.2	Provide extension services to farmers to support and promote sustainable agriculture.	<p>Number of farm visits.</p> <p>Number of engagement outputs (emails, digital/print media).</p>	<ul style="list-style-type: none"> - Progressing pilot Northern Rivers Farmer Incubator Program. - Regenerative Ag Mentor Program, partnership with Southern Cross University, in progress. - 5 posts to Byron Farmers Network - 3 farm visits in November - Mail out completed in December - Screening of Byron Shire Regenerative Agriculture film at The Farm Farmerly event 24/11/22. - Attended Northern Rivers Food Strategic Workshop. - Continuing to partner with Grow the Growers Network and support landless farmers. 	On track	
4.3.5.3	Deliver farmer mentoring and farmer education activities.	<p>Four farmer mentoring sessions held.</p> <p>Four field days/workshops delivered.</p>	<ul style="list-style-type: none"> - Farmer field day undertaken on December 9th - 14 attendees. - Screening Byron Shire regen agriculture film at The Farm Farmerly event. - Planning for further field days and workshops in preparation - collaborating with other networks to align training and events, 2 sites confirmed. 	On track	
4.3.5.4	Promote soil testing to improve soil biodiversity and agricultural sustainability	<p>Film clip explaining soil testing process produced.</p> <p>Soil tests for ten local landholders.</p>	<ul style="list-style-type: none"> - In discussions with Local Land Services and Southern Cross University regarding coordination of soil improvement testing and community engagement. - Collating database of local soil test results. - Attending Biological Farming Conference late November. 	On track	


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

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

Delivery Program Progress

Development of the Business and Visitor Economy Strategy will support this deliverable.
Economic health check report complete.

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.4.1.1	Collate, analyse and interpret tourism monitor data and id profile statistics	Report prepared and workshop on data analysis	Economic health check report complete; available on Council's website. Data analysis workshop to take place in early 2023.	On track	

4.4.2: Short term holiday letting - Lobby State Government to amend legislation to better manage short term holiday letting


Delivery Program Progress

Public exhibition of Short Term Rental Planning Proposal complete.
Council adopted the planning proposal with changes as a result of feedback received during the exhibition process.

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

Delivery Program Progress	Development of economic development strategy will support the investigation of opportunities in this area. Participating in business, industry and tourism committee meetings as well as Chamber of Commerce meetings, as relevant and available
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2022/23 Operational Plan Activities



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





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

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

Delivery Program Progress	<p>Following the floods, Council played a key role in managing local recovery, providing services and assistance to the community. Recovery work involves a coordinated process of supporting affected communities in the reconstruction of the built environment and the restoration of emotional, social, economic, built and natural environment wellbeing. Council's work in recovery will continue long-term through the employment of a Recovery Officer and Recovery Coordinator.</p> <p>In partnership with Resilience NSW, Council opened the Recovery Centre in Mullumbimby to provide face-to-face support for residents affected by the flood. Outreach to impacted communities was also organised through the Recovery Centre. The impacts of disasters on affected individuals and communities can be profound, long lasting and life changing. Therefore, recovery is a long-term, multilayered social and developmental process</p> <p>Council has delivered 9 of 15 projects under the Bushfire Recovery Funding. These projects have focused on building community resilience and have included, enhancing the emergency dashboard, developing the Climate Wise website, facilitating business workshops, delivering Street Meets and community workshops in partnership with Australian Red Cross, auditing evacuation centres, developing an Asset Protection Zone and Fire Trail Management Program, delivering community infrastructure and partnering with Banaam to hold Aboriginal Custodian workshops with community organisations and emergency services. Council has requested an extension for the remaining projects due to the impacts of the floods.</p>
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2022/23 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status	
4.5.1.1	Attend Tweed Byron Local Emergency Management Committee (LEMC) and Regional Emergency Management Committee (REMC) meetings	Attend meetings as required throughout year	LEMC and REMC meetings attended as and when scheduled	On track	
4.5.1.2	Byron Flood Warning Network	Engage and manage gauge network maintenance contract to minimise risk of faults during flood events	Councils flood warning continuous improvement and optimisation works continuing throughout the current financial year.	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.5.1.3	Manage Byron Emergency Dashboard and Incident Management System	Emergency Dashboard and Incident Management System operational throughout year and staff suitably trained in its use	Emergency Dashboard and incident management systems under constant monitoring and review and modifications implemented when required. Additional training provided when needs are identified. This process is ongoing throughout the year.	On track	
4.5.1.4	Maintain Local Emergency Operations Centre and Agency Operations Centre at Byron Depot site	Emergency Operations Centre and Agency Operations Centre operational throughout the year	The EOC and AOC are utilized on a regular basis to ensure they are fully functional when required and to help identify any areas or serviceability issues that need attention. A full detailed building Maintenance report has been requested from external contractor to enable a program for any works that may be required	On track	
4.5.1.5	Ensure sufficient staff are trained to undertake Emergency Management roles in and outside business hours	Staff trained and sufficient staff available during disaster events	Staff attended Emergency Management training in August 2022 at Tweed Heads. No further training undertaken in November and December	On track	
4.5.1.6	Undertake exercises as decided by Tweed Byron Local Emergency Management Committee	Attend exercises as required throughout year	No training exercises have been planned by the committee at this time.	Not commenced	

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

Delivery Program Progress	Council continues to focus on disaster recovery as a priority, including through dedicated positions and initiatives, and through partnerships with NSW Government agencies and community stakeholders. The Recovery Action Plan, adopted by Council in November 2022, conveys the breadth of these recovery activities: built environment; natural environment; economic recovery; community wellbeing; and emergency arrangements. The Recovery Action Plan will be integrated into the Operational Plan including regular reporting on progress.
Highlight	It has taken many months of repairs to reinstate road access to areas of the shire impacted by landslips. Hinterland residents demonstrated great resilience and ingenuity to meet their needs in the intervening months. By end of December 2022, Huonbrook residents welcomed back full road access noting that some private driveways had not yet been repaired.
Exceptions	





2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.5.2.1	Support and coordinate community-centred, responsive and flexible recovery activities	Recovery activities supported	Community Resilience Network meeting run in December. Huonbrook end of year event delivered. Planning underway to support locally determined commemorative events to be delivered in partnership with key community stakeholders.	On track	
4.5.2.2	Contract manage community projects under the Bushfire Community Recovery & Resilience Grant	Projects completed	Grant extended to 30 June 2023 with approximately 15% of activities remaining to deliver.	On track	
4.5.2.3	Support the NSW Government to deliver temporary housing in Byron Shire for flood and landslip impacted residents		Staff continuing to support delivery of Temporary Housing Sites. Expected to open in Dec/Jan/Feb 2022/23.	On track	

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

Delivery Program Progress	Through the Community Resilience Network, Council facilitates the involvement of community groups in emergency management. In the July - December 2022 period, the CRN continued to meet monthly in order to share information. Council carried out a review of the shire's evacuation centres in order to inform discussions with responsible state government agencies.
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.5.3.1	Support community and local services to develop and coordinate shared disaster resilience activities	Support referrals and information provided throughout networks	Request deletion. The intent of this action is covered by 4.5.2.1 and 4.5.3.2.	Needs attention	
4.5.3.2	Facilitate Community Resilience Network	Quarterly meetings convened	CRN meeting held in December with community groups, SES, Marine Rescue in attendance.	On track	
4.5.3.3	Audit Emergency Evacuation Centres	Audits completed	Audits have been completed. Report to be communicated to Exec Team.	Completed	
4.5.3.4	Expand Council's existing flood gauge and warning systems involving the design and installation of automatically triggered flashing road flooded illuminated signs	Works complete to approved budget, monitoring and evaluation undertaken post installation	Tenders being prepared for release February 2023.	On track	

Community Objective 5: Connected Infrastructure

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

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









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









2022/23 Operational Plan Activities






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

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

2022/23 Operational Plan Activities





OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.2.1	Annual Reseal Program	Completion of approved program in accordance with inspection reports and within budget	Annual program has commenced and is delivered in consideration of the timing of other operational and capital works programs throughout the year.	On track	
5.1.2.2	Impacts of Tourism Grant - Asphalt Overlay Program	Works complete on site to approved program and budget	Works scheduled in accordance with grant timeframes and budgets.	On track	
5.1.2.3	Impacts of Tourism Grant - Reseal Program	Works complete on site to approved program and budget	Works scheduled in accordance with grant timeframes and budgets.	On track	
5.1.2.4	Annual Road Side Barrier Renewal Program Shire Wide	Completion of program in accordance with inspection reports and within budget	Annual program has commenced and is delivered in consideration of the timing of other operational and capital works programs throughout the year.	On track	
5.1.2.5	Annual Replacement of Damaged Kerb and Gutter Program Shire wide as per inspection report	Completion of program in accordance with inspection reports and within budget	Annual program has not yet commenced and is delivered in consideration of the timing of other operational and capital works programs throughout the year.	Not commenced	
5.1.2.6	Deliver Retaining Wall renewal Program Shire Wide	Completion of program in accordance with inspection reports and within budget	Budget insufficient to complete recommended repair works as per assets report. Works will be prioritised accordingly should there be budget savings from a suitable funding source.	Needs attention	
5.1.2.7	Deliver road reconstruction work on the Pocket Road Stage 2	Works complete on site to approved budget	Works Completed.	Completed	
5.1.2.8	Fern Street Reconstruction	Construction Works Package complete	A consultant has been brought on board to progress the detailed design.	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.2.9	Bayshore Drive Renewal	Construction Works Package complete	Consultant is progressing detailed design based on preferred concept. The preferred concept provides formal parking spaces with safety buffers to the traffic on Bayshore Drive, along with off-street pedestrian and cyclist facilities. The number of on-street parking spaces is being retained or increased.	On track	
5.1.2.10	Lawson Street Renewal	Construction Works Package complete	Budget is not sufficient to complete all works (Preliminary estimate is more than \$300,000 over current budget). This further cost increase is due to recent design revision requirements and also escalation in asphalt and other construction costs. Staging is being investigated. Project Approval Package to be completed by end of February. Potential for Byron Bay Drainage grant funding may increase budget available in future.	On track	
5.1.2.11	Station Street Renewal	Works package complete	Current design is being reviewed so that design revision can be commenced in January 2023.	On track	
5.1.2.12	Deliver Upper Main Arm Bridge Renewal	Works complete on site to approved budget	Update at 23 December 2022. Piling works are complete. Abutment construction and installation of girders and in-situ decking scheduled for January.	On track	
5.1.2.13	Deliver Sherringtons Bridge Renewal	Works complete on site to approved budget	Update at 23 December 2022. Piling proposed to commence in January 2023.	On track	
5.1.2.14	Deliver Englishes Arm Bridge Renewal	Works complete on site to approved budget	Bridge substructure complete. Bridge Girders and In-Situ Deck have been completed. Castellated kerbs and link slab (over pier) under construction. Bridge approaches scheduled for completion in January.	On track	
5.1.2.15	Deliver Upper Main Arm No.2 Causeway Renewal	Works complete on site to approved budget	Revised design scheduled for completion by 17/01/2023 which avoids property impacts. Construction methodology being investigated to meet grant deadlines.	On track	
5.1.2.16	Tincogan Street Intersection Priorities	Works complete on site to approved budget	Reprioritisation for Dalley/Tincogan and Stuart/Tincogan has been endorsed, the line-marking (complete) and temporary kerb, island, footpath works have been put in place until final construction. Additional line-marking and signage has also been requested and is booked for 16th and 17th of January 2023 (Zig Zag line-marking on both approaches to the crossing and additional advanced pedestrian crossing warning signage).	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.2.17	Deliver Seven Mile Beach Road Traffic Control Works	Works complete on site to approved budget	Carparking works at Brays and Whites Beach Access locations have been completed. Parking technology currently being investigated.	On track	
5.1.2.18	Fixing Local Roads Renewals - Mullumbimby	Works complete on site to approved budget	On track to approved grant program and timelines.	On track	
5.1.2.19	Carlyle Street Renewal	Construction Works Package complete	Design and Approvals completed. Project Approval Package to be approved by April. Works planned for 2023/24.	On track	
5.1.2.20	Deliver Broken Head Reserve Road Traffic Control Works - Stage 1	Works Complete on site and road open to traffic	Works have reached practical completion. Minor items including some signs and traffic devices to be installed. Close-out of project to be commenced in January 2023.	On track	
5.1.2.21	Review and report on the scheduled Maintenance Program	Review undertaken	Maintenance programs are being developed and adjusted as priority reactionary works are required.	Completed	

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



2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.3.1	Deliver replacement of damaged footpaths Shire wide as per inspection report	Completion of program in accordance with inspection reports and within budget	Annual program has commenced and is delivered in consideration of the timing of other operational and capital works programs throughout the year.	On track	
5.1.3.3	Mullumbimby to Brunswick Heads on Road Cycleway	Preferred option adopted by Council and Planning and design commenced	<p>Council have endorsed the investigation for the northern alignment, or option one from the "have your say" community survey (Mullum Rail Station - Rail Corridor - Synotts Ln - Ocean Shores STP - Smokey Valley Wy - Brunswick Valley Wy).</p> <p>Resolution 22-746 Resolved that Council supports option 1 (from the community "Tell us what you think" survey) Mullum to Bruns Cycleway and endorse Council staff in progressing with the investigation of this general alignment. (Lyon/Pugh) The motion was put to the vote and carried unanimously. Cr Balson was not present for the vote.</p>	On track	
5.1.3.4	Kolora Way Footpath and Bridge Upgrade	Construction Works Package complete	SEARS report has been lodged 24 November 2022, Detailed design to commence in 2022/23 and is subject to funding.	On track	
5.1.3.5	Complete design of Transport for NSW Get Active funded projects - shared paths in Lismore Road (Bangalow), Raftons Road (Bangalow) and Lighthouse Road (Byron) and seek construction grant funding	Designs completed and suitable grant funding sources identified	<p>Lismore Rd - UGL Regional Linx (rail corridor authority) are in discussion with TfNSW regarding the use of the corridor. Permit will not be lodged until we have received advice from these discussions.</p> <p>Raftons Rd - A preliminary concept design has been developed and will be put before a working group to consider its progression.</p>	On track	

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

Delivery Program Progress	Councillors received a presentation at the December councillor workshop from proponents for the return of rail services
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2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.4.1	Investigate use of the rail corridor	Report investigation outcomes to Council	Council received a presentation at the December Councillor Workshop from proponents for the return of rail services	On track	
5.1.4.2	Facilitate cross-directorate working group to support a strategic and coordinated planning approach to the multi-use of the railway concept	5 internal working group meetings	Internal working group meeting held on 5 December 2022.	On track	

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

Delivery Program Progress	Emergency works have been ongoing since the 2022 ND event and are nearing completion. Council will move into EPAR works in 2023. A tender is currently out for the repair of the Federal Drive landslip and other works packages will be progressively rolled out in 2023
Highlight	Access regained to the entire road network with the opening up of Huonbrook Road


2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.5.1	Flood Damage Repair program	Develop two year flood damage repair program and recommend new Operational Plan activities for each work area		On track	

5.2: Connect the Shire through integrated transport services


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

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.1.1	Moving Byron	Moving Byron Adopted by Council	The Moving Byron strategy has been endorsed by Council. Work will continue on the Strategy to develop the action plan through the Integrated Transport Plan in partnership with Transport for New South Wales.	On track	

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

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.2.1	Advocate and apply for grants that improve accessibility to various transport options across the shire	Seek and apply for suitable grants funding opportunities	Grant applications continually monitored for opportunities and application made when suitable. No applications made during December.	On track	

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

2022/23 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.3.2	Centennial Circuit Permanent One Way	Works complete on site to approved budget	Regulatory signage layout approved by LTC/Council in December 2022. Design complete. Project Approval Package to be completed in January 2023 for construction by 30/06/2023.	On track	
5.2.3.3	Byron Bay Access and Movement modelling	Complete assessment and report to Council	The Moving Byron Strategy has been endorsed at Council. The actions within the strategy will be incorporated into the Shires Integrated Transport Plan (ITP) in partnership with Transport for New South Wales, the strategic goals within the ITP will need to inform any M&P planning for Byron Bay. The South-East Queensland Strategic Transport Model (SEQSTM) extension is critical to understanding future traffic growth within Byron Bay, this modelling is currently underway. IS staff plan to use the SEQSTM data to develop multiple scenarios to be modelled (microsimulation) for Byron Bay. These scenarios will be scoped to align with the key strategic goals from the Moving Byron Document and the Byron Bay ITP. TfNSW do not have a timeframe at this time as to when the SEQSTM will be completed, however based on conversation that have taken place during the ITP working Group sessions and MB committee it is likely this work will not be completed until after mid-2023.	Delayed	

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

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
5.2.4.1	Undertake regular and frequent parking patrols to increase availability and turnover in the Town and Village centres	Patrols undertaken of towns and villages (7 day/weekly) Patrol roster maintained to meet peak period demands & 80% customer service requests completed	<p>Rosters are coordinated to ensure patrols of streets and public places are carried out seven days a week and increased to meet peak period demand.</p> <p>December 2022: 79 received (64 or 81% of these were completed during the month) 90 completed 70 remain outstanding</p> <p>2022/23: 540 received (506 or 94% of these were completed during the period) 567 completed.</p> <p>Staff implemented new Public Spaces (Unattended Property) Act Coordinated management of a signage and regulatory infrastructure process between Infrastructure Services and the enforcement team Ongoing engagement between the Parking Enforcement Team and Council's Events Coordinator to ensure that the highest and best use of parking enforcement resources during the course of events The parking team continued educating the community and improving parking compliance</p>	On track



OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.4.2	Maintain Byron Bay Paid Parking System	Parking system maintained and operational throughout year	Paid Parking System is fully operational and ongoing. Cash collection contract has now been moved to be in line with Council's main cash collection contract. Price increases are being prepared for implementation, with advertising planned to commence 1 week before implementation. Increases also noted on Council website with start date being in August.	On track	
5.2.4.3	South Beach Road Car Park Upgrade	Draft detailed designs commenced	Detailed design to be progressed subject to Council priorities. Works to be staged to fit available construction budget.	On track	
5.2.4.4	Undertake an updated parking study including an expansion of the pay parking areas and an assessment of current supply and demand, and time limits	Updated study reported to Council	The scope for this action has been refined to Brunswick only at this time as resolved by Council. The scope was presented to ET Committee, and a decision was made to develop a project plan in partnership with SEE (Public and Environmental Services) this plan is scoped to flush out data and enforcement requirements. This plan will include an amended scope and will be presented again to ET for endorsement.	On track	

5.3: Invest in renewable energy and emerging technologies




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

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.3.1.1	Review and update 10 year Flood and Drainage Renewal and Upgrade program	Plans and programs reviewed and ready for development of 2023/24 budget process	Plans and programs have been reviewed and the 2023/24 budget process is ready for management review.	Completed	✓
5.3.1.2	Review and update 10 year Stormwater Levy program	Plans and programs reviewed and ready for development of 2023/24 budget process	Budgets balanced. Final year 9 and 10 forecast being finalised.	On track	▶
5.3.1.3	Review and update 10 year Roads and Bridge Renewal and Upgrade program	Plans and programs reviewed and ready for development of 2023/24 budget process	Plans and programs have been reviewed and the 2023/24 budget process is ready for management review.	Completed	✓
5.3.1.4	Review and update 10 year Active Transport Renewal and Upgrade program	Plans and programs reviewed and ready for development of 2023/24 budget process	Plans and programs have been reviewed and the 2023/24 budget process is ready for management review.	Completed	✓
5.3.1.5	Report regulatory traffic matters and items requiring comment through the Local Traffic Committee for recommendation to Council for approval	Local Traffic Committee meetings held	The first Local Traffic Committee for 2023 is scheduled for the 7 February 2023	On track	▶

5.3.2: Electrification opportunities – Explore electrification opportunities as they arise

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.3.2.1	Monitor and maintain Council-owned electric vehicle charging stations	Charging stations maintained.	EV chargers have been working well. Some faults reported during November however these have been rectified either by online re-boot or site visit by councils contracted electrician.	On track	
5.3.2.2	Maintain Council's solar assets	Electrical and cleaning contracts maintained.	All installed systems are running correctly and delivering power savings to each facility.	On track	
5.3.2.3	Investigate development of an Electric Vehicle transition plan for Council's vehicle fleet.	Report prepared	Completed, report delivered to ET 30--11-22	Completed	

5.3.3: Green energy – Invest in green energy initiatives

2022/23 Operational Plan Activities



OP Code	Operational Plan Activity	Measure	Comments	Status	
5.3.3.1	Bio energy facility project development approval and grant application	Bioenergy facility project - Finalise reporting to enable Council decision to proceed with project	NSW Regional Investment fund grant application submitted. Council Solicitors advising on contract implications of alternative commercial models; report to ET and Council planned for Feb.2023	On track	

5.4: Provide accessible community facilities and open spaces

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

Delivery Program Progress	Key focus on flood recovery within current works however renewal and upgrade programs are being progressed. Accessibility improvement is a core consideration within all works undertaken.
Highlight	A grant application has been prepared for an improved flood warning system

2022/23 Operational Plan Activities






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

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

Delivery Program Progress	Regular maintenance programs are successfully being rolled out across parks and open spaces. All upgrades have a core focus on improving accessibility and inclusivity.
Highlight	Upgrade of Byron Recreation Grounds playground completed December.


2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.2.1	Implement Open Space maintenance and capital programs in accordance with the adopted budgets and Open Space Asset Management Plan.	Successful completion of adopted programs.	Open Space budgeted maintenance and capital works projects are being advanced to ensure provision and maintenance of active and passive recreational community space that is accessible and inclusive for all.	On track	▶
5.4.2.2	Operate and Maintain Cemeteries across the Shire	Cemeteries functions provided as required.	Cemeteries operational and maintenance programs are successfully being rolled out across Byron, Bangalow, Clunes and Mullumbimby cemeteries.	On track	▶
5.4.2.3	Undertake inspections of playgrounds and park infrastructure and prioritised maintenance and capital renewals to ensure safe use in accordance with the open Space adopted Asset Management Plan	Safe operation of parks and playgrounds, annual report presented to ET	Programmed inspections are completed across parks and playgrounds. Annual softfall renewal programs are scheduled. BAMP driven prioritized renewal programs are being rolled out.	On track	▶
5.4.2.4	Complete Landscape Master planning for Heritage Park, Mullumbimby and seek funding opportunities for implementation	Adoption of POM and Landscape Masterplan	Draft Master Plan to be presented to Council February seeking approval to place on public exhibition.	On track	▶
5.4.2.5	Implement Asset Protection Zone & Fire Trail Management Program	Completion of budgeted activities	Tractor slasher now has full access to APZs thanks to favourable weather.	On track	▶
5.4.2.6	Provide programmed maintenance and asset renewal programs to towns and villages streetscapes across the shire	Community satisfaction with presentation of streetscapes.	Programmed maintenance of streetscapes across Towns and villages is being successfully rolled out.	On track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.2.7	Seek funding to undertake renewal and upgrade of park and playground facilities	Awarded grant funding.	All opportunities for grant funding to facilitate renewal and upgrade of park and playground facilities are being explored. Grant funded upgrade of Linda Vidler Park amenities and parklands is at the procurement stage.	On track	
5.4.2.8	Maintain designated beach access pathways to allow for safe access.	Safe operation of beach accesses	Regular inspections are completed, and reactive maintenance carried out as required to ensure safe access for community. Planned works to restore access at Don Street IBAS and works to improve Main Beach access points through beach scraping and dune restoration have been completed.	On track	
5.4.2.9	Keep community and Crown Reserve users groups updated on Crown Land transition progress	All actions required of Council completed	No reserve-specific consultation this month	On track	
5.4.2.10	Progress Sandhills Reserve management transition under Crown Lands Management Act	All actions required of Council completed	Work continuing. Further meetings with DPE-CL during December with regular contact with lead officers. All requests for additional information actioned by Council. Nothing further required of Council at this time.	On track	
5.4.2.11	Progress Plans of Management for Crown Reserves	Provide 6 monthly progress report to ET	Planning underway to progress Plans of Management for Main Beach Crown Reserve.	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status
5.4.2.12	Complete detailed designs and implement the Sandhills Wetland Project	Commence works in accordance with approvals	<p>Detailed design nearing completion with final review comments returned to the designer. EIS is nearing completion. Tenure yet to be secured. Full construction budget yet to be secured.</p> <p>During the Heritage component of the EIS, potential Aboriginal Cultural Heritage finds have resulted in the need for further investigation and the application for an AHIP. The most likely scenario given the minimum timeframes specified by the AHIP process sees the finalized EIS go to Council for determination (project construction approval) at the February 2024 Ordinary Meeting. The construction tender could then be advertised and awarded at the May Council meeting, with construction starting in June 2024 and completing in November 2024.</p> <p>A Project Change Request Form has been submitted for a 12-month time variation. As such, the project is now scheduled to be complete by December 2024. The strategy for community consultation and public education regarding this project will be determined during resolution of the above.</p> <p>A \$4.09 million grant application has been submitted as part of the NSW government Infrastructure Betterment Fund to complete the project.</p>	Delayed






OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.2.13	Construct Byron Bay skatepark	Construction completed	Construction is well underway with structural 60% structural elements poured and skatable elements being installed. The project is within budget and projected to be complete within budget by March 2023. Lighting the facility requires an additional \$150,000 that will be allocated during the December review and will be treated as a variation to the project. Lighting will be delivered concurrently to enable savings due to the efficiencies of including the scope in the construction process. An REF addendum has been completed for the installation of the skate park facility lighting and a grant has been applied for to fund the lighting component, which if won would generate project savings.	On track	

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

Delivery Program Progress	Contracted cleaning services and associated inspections are successfully being rolled out across Shire Wide public amenities. Accessibility is a core focus with all upgrade and renewal works.
Highlight	Replacement of Clarkes Beach public amenities and installation of new public amenities in Middleton Street, Byron Bay.






2022/23 Operational Plan Activities





OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.3.1	Maintain Council owned public amenities and associated contracts in accordance with budgeted levels of service.	Community satisfaction with presentation of amenities.	Contracted cleaning services, programmed inspections and required maintenance responses are being rolled out across Council owned Shire public amenities.	On track	
5.4.3.2	Complete capital renewal works to Poinciana Car Park toilets, Mullumbimby	Completion of renewal works	This project will not be initiated within this financial year due to the need to align with requirements of the low-cost community housing project currently in planning for Poinciana Car Park.	Delayed	
5.4.3.3	Provide maintenance services to Crown Lands owned and managed public amenities.	Community satisfaction with presentation of amenities.	Contracted cleaning services, and programmed inspections are being rolled out as a service provider to Crown owned and managed public amenities.	On track	

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

Delivery Program Progress	Maintenance programs and budgeted capital works are being rolled out at Byron and Mullumbimby pools.
Highlight	Flood recovery works completed to enable Mullumbimby Pool operations for 2022 summer season.





2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.4.1	Deliver management and operations of Cavanbah Centre and associated maintenance and Capital Works programs.	Community and user group satisfaction with Cavanbah services.	Venue usage has continued to recover well through basketball, football and pickleball programming. Capital works progressing and programmed maintenance is on track.	On track	
5.4.4.2	Deliver adopted Sporting Infrastructure renewal programs Shire Wide	Completion of programed renewal works.	Programmed turf improvement works completed at Cornell field, Cavanbah Centre with aeration and topdressing of 200m3 sand and 500kg of fertiliser.	On track	
5.4.4.3	Complete review of Plan of Management and associated Landscape Masterplan for Bangalow Sportsfields and seek funding opportunities for implementation	Adoption of POM and Landscape Masterplan	Draft PoM and associated Landscape Masterplan to be presented to Council February seeking approval to place on public exhibition.	On track	
5.4.4.4	Maintain each of the Council owned parks, reserves, and sports fields to agreed level of service	Community satisfaction with parks, reserves and sportsfields presentation.	Programmed maintenance is being rolled out across Sportsfields, parks and reserves with reference to developed Service Levels. Review of the Levels of Service Manual is planned for 2023.	On track	
5.4.4.5	Progress planning of renewal / upgrades of Byron Bay Pool	Adoption of proposed upgrade plans for Byron Bay Pool and surrounds.	Byron Bay Pool upgrade plans are currently on hold pending resolution of Crown Land matters.	Delayed	

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.4.6	Work with sport and community groups to build relationships and help drive increased participation opportunities and event attraction	Facilitate 3-5 regional sporting events per annum.	Sport & Recreation staff continue to develop and build relationships with sport and community groups with a core focus on programming and new initiatives to increase participations and attract sporting events. Engagement initiatives include the regular Sports Community Forum and the Beyond the Bounds Sport and Recreation newsletter.	On track	
5.4.4.7	Pursue funding opportunities to allow for implementation of adopted recommendations from Petria Thomas Swimming Pool Feasibility Study	Council awarded grant funding for works.	Council resolved to expand scope of Mullumbimby pool feasibility study to now include a Shire-wide consideration. Staff sourced funding for Shire-wide study and aim to complete study by June 2023 and bring options back to Council.	On track	
5.4.4.8	Manage contracts for operation of Byron Bay and Mullumbimby Swimming Pools	Successful operation of Council pools	Mullumbimby & Byron Bay Pool open for season. Facility maintenance on schedule and upgrades incorporate all abilities inclusion.	On track	
5.4.4.9	Manage Surf Life Saving Contract for patrolled areas	Provision of adopted surf patrol program.	Surf Life Saving contract in place until 2026 for all Byron Shire Beaches. Monthly and annual reporting ongoing.	On track	

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









2022/23 Operational Plan Activities








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

5.5: Provide continuous and sustainable water and sewerage management

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

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.1.1	Complete 80% of programmed maintenance for water and sewer assets`	Complete 80% of programmed maintenance for water and sewer assets	Long term average planned maintenance currently 80% in line with target.	On track	
5.5.1.2	Report forward works program and performance to Water and Sewer Advisory Committee	Quarterly reporting to Water and Sewer Advisory Committee	Works program implementation plan in development stage	On track	
5.5.1.3	Mullumbimby - Tuckeroo Ave Watermain Construction	Initiate Construction Phase	Engaged consultant to complete a Review of Environmental Factors.	On track	
5.5.1.4	Byron Bay Carlyle Street Watermain Renewal - Tennyson to Massinger.	Initiate Construction Phase	Budget increase approved at Council Meeting of 24 November. Progress to tender process.	On track	
5.5.1.5	Byron Bay Bangalow Road water main upgrade	Initiate Construction Phase	Budget increase approved at Council Meeting of 24 November. Progress to tender process.	On track	
5.5.1.6	Byron Bay Fletcher Street Watermain Renewal - Bay to Lawson.	Initiate Construction Phase	Budget increase approved at Council Meeting of 24 November. Progress to tender process.	On track	
5.5.1.7	Mullumbimby - Former Hospital Site Water Main Relocation	Initiate Construction Phase	Detailed design is complete. RFT documents to be finalised.	On track	
5.5.1.8	Mullumbimby WTP - Asset Management	Identified WTP Renewals Complete	Successfully met water supply targets in accordance with NSW Health guidelines	On track	







OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.1.9	Mullumbimby - Emergency Water Supply Detailed Design	Complete Design for alignment through Mullumbimby	Detailed design in progress. Geotechnical analysis is commencing in December. Procurement of Survey services required via Request For Quotation. Funding for the project was secured under the Australian Government Disaster Recovery Funding Arrangements.	On track	
5.5.1.10	Byron Bay - Paterson St Reservoir Design	Complete Design for Renewal	Design progressing. Discussion with Telco's continuing. Bypass system developed.	On track	
5.5.1.11	Reservoir Roof Replacements at Yamble, Wategos; Coopers Shoot	Initiate Construction Phase	Contractors have completed the roof and pipework replacement work at Yamble Reservoir. Coopers Res No. 1 has been delayed until early 2023 due to restrictions with steel fabricators and galvanizers. Wategos roof replacement will also occur in early 2023.	On track	
5.5.1.12	Byron Bay - Ewingsdale Rd Watermain Design	Complete Design for Renewal	Consultant has now finalized the Options and the Concept Design. Awaiting approval to move into detailed design phase.	On track	
5.5.1.13	Hydraulic Modelling Software review / Development	Complete review of available software packages to replace existing unsupported software	There are three primary vendors of commercial modelling software in Australia: Innoyze, DHI and Bentley. One of these three software packages is used (universally) by every water utility in Australia that performs hydraulic modelling (we have not encountered or are aware of any exceptions). Innoyze which Council currently uses has 85% of the market share in Australia. It is recommended that Council adopt Innoyze' newest hydraulic modelling platform (InfoWorks WS and InfoWorks ICM) for water, sewerage and recycled water modelling.	Completed	
5.5.1.14	Asset Management Plans / Asset Management System	Review AMPs and implement improvements for current system	Digital Asset Management Plan - All Asset conditions, financial details and revaluation amounts loaded onto DAMP. Draft DAMP has been created and circulated for feedback by Utilities staff. Implementation of a new Maintenance Management Software System is progressing well - Building of Job Plans, Planned Maintenance and Assessment forms have commenced. Rates meter reads and CRM integration to Work Request module is undergoing testing.	On track	
5.5.1.15	Development Servicing Plan	Initiate project to draft new Plan	Hydraulic modelling in progress including data collection for other DSP elements	On track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.1.16	DWMP Improvements	Initiate projects to implement identified improvements	UV System Design for Mullumbimby WTP in progress.	On track	

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

2022/23 Operational Plan Activities


OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.2.1	Shire wide sewer pump stations renewals identified in Capital Works Plan	Complete renewals	All job planning complete, all pumps ordered and delivered, switchboards ordered and built just require delivery. All new lids measured and ordered. Works have commenced at Brunswick Heads and Bangalow. 5 of the 22 pump station renewals are completed.	On track	▶
5.5.2.2	Report forward works program and performance to Water and Sewer Advisory Committee	Quarterly reporting to Water and Sewer Advisory Committee	Works program and delivery implementation plan currently in development stage	On track	▶
5.5.2.3	Monitor and compile annual licence returns	Complete annual report and submitted on time	Monitoring and report compilation in progress	On track	▶
5.5.2.4	Shire Wide STP - Asset Management/Renewals	Identified STP Renewals Complete	Successfully met wastewater targets in accordance with NSW EPA licenses	On track	▶
5.5.2.5	Byron Bay - Section 60 Reuse Water System Upgrade	Initiate construction phase	Consultant has reviewed all provided data, and currently shortlisting options for concept design. Draft report will be provided by 3rd week of December.	On track	▶
5.5.2.6	Mullumbimby Inflow/Infiltration Reduction	In accordance with approved project plan	Awaiting approval of recommended RFQ submission to start CCTV inspections and reporting. Catchments contained within this scope are 1002 (Bangalow), 3004, 3015, 3019, 3026 (Byron Bay), 4009 (Mullumbimby), 5001, 5003, 5006, 5017, 5018, 5020 (Ocean Shores).	On track	▶
5.5.2.7	Ocean Shores - H2S Odour Control / Investigation	Develop scope of works and Initiate investigation	Scoping brief and monitoring plan being refined	On track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.2.8	Inflow/Infiltration Reduction other systems except Mullum	In accordance with approved project plan	The gravity sewer rectification scope involves the rectification of over 300 assets throughout previously assessed catchments, 3002, 4001, and 5012. The works have been awarded to Interflow who commenced in March 2022 but have been heavily delayed due to the inclement weather. It is expected that the contract will extend to April 2023 due to delays with flood and rain affected areas.	On track	
5.5.2.9	Manhole Reinstatement Assessment Report	Identify priority sites that require treatment	Manhole condition assessments are complete in catchments 2002; 3001; 3003; and 3006 apart from some with access difficulties.	On track	
5.5.2.10	Energy Efficiency Improvements	Identify priority sites that require treatment	Undertaking assessment of all SPS within Mullumbimby as well as blower efficiency at BBSTP.	On track	
5.5.2.11	Ocean Shores transfer to BVSTP - STP Process Elements and transfer pipeline	Complete preliminary design and scope of works	Environmental assessments currently being undertaken for a pipeline route. Prelim design currently being undertaken and in the staged review phase.	On track	
5.5.2.12	Review Recycled Water Management Strategy	Develop Capital Works plan in line with recycled water strategy	Executive Team Report included in its agenda for 07 December.	On track	
5.5.2.13	Review Strategic Business Plan / IWCM Strategy	Initiate project to draft new Plan/Strategy	Consultant progressing through information request phase.	On track	

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

2022/23 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.3.2	Street Sweeping Program Review	Current and proposed updated Street Sweeping program reported to Infrastructure Advisory Committee for comment and implemented into Reflect	Completed.	Completed	✓
5.5.3.3	SGB Street Drainage Upgrade - Royal Ave & Gloria (west)	Construction Works Package complete	Detail survey was programmed for early November, however, this has been delayed to create space in the survey program for a grant funded project with shorter timeframes. Survey now programmed for completion early 2023. Design is scheduled to commence in early 2023.	Not commenced	—
5.5.3.4	ICOLL Entrance Opening operations	Tallow and Belongil mouth managed in accordance with approvals throughout the year	On Track but no action required since September's opening as per Councils procedures.	On track	▶
5.5.3.5	Annual Stormwater Capital Maintenance Renewal Works Program	Works complete on site to approved budget	Renewal projects identified. Works have commenced.	On track	▶
5.5.3.6	44 Kingsley Lane - Kerb and Gutter to prevent property flooding at a number of properties	Works complete on site to approved budget	Works complete	Completed	✓
5.5.3.7	18 Old Bangalow Road - Pipe to reserve	Works complete on site to approved budget	Construction ready and with Council's Construction team. Construction anticipated to be commenced by end of March 2023 subject to Council priorities and wet weather.	On track	▶
5.5.3.8	South Golden Beach Street Drainage Upgrade - Gloria Street East	Construction Works Package complete	Survey complete. A grant funded project with shorter timeframes has delayed the design commencement that is now programmed for early 2023.	On track	▶
5.5.3.9	Pacific Esplanade Street Drainage	Works complete on site to approved budget	Stage 2 works funded in 22/23. Works are construction ready and construction is programmed for March 2023 weather dependent.	On track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.3.10	Studal Lane Drainage Upgrade	Construction Works Package complete	Survey is complete. Design is programmed for early 2023 when design resources will become available	On track	



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