

# Byron Shire Council

Delivery Program  
**6 Monthly Report**

Operational Plan  
**Quarterly Report**  
Q2

**Our progress towards the  
2021/22 Operational Plan**



# Acknowledgement of Country

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

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

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



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# This document

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

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

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

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

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

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

## **Community Objective 1:**

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

## **Community Objective 2:**

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

## **Community Objective 3:**

**We protect and enhance our natural environment**

## **Community Objective 4:**

**We manage growth and change responsibly**

## **Community Objective 5:**

**We have community led decision making which is open and inclusive**

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**COMMUNITY OBJECTIVE 1:**

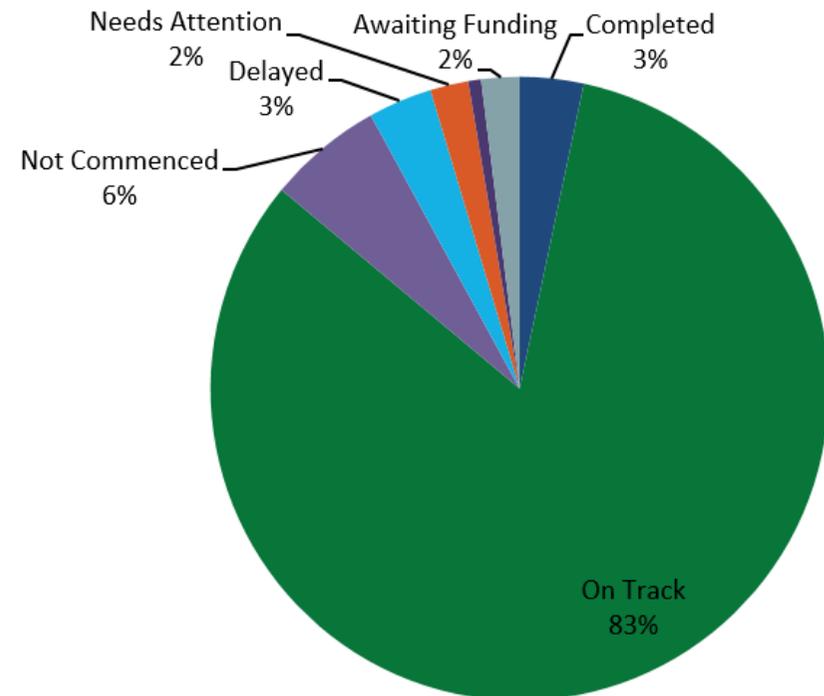
WE HAVE  
INFRASTRUCTURE,  
TRANSPORT AND  
SERVICES WHICH MEET  
OUR EXPECTATIONS

## Community Objective 1:

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

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

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



# Community Objective 1: Infrastructure

We have infrastructure, transport and services which meet our expectations

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

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

Comment	<p>Road and drainage maintenance continues to be delivered in line with approved budgets. The maintenance scope has been broadened significantly with the addition of shire wide programs of heavy patching, reseal and AC overlay from both internal budgets and ECG funding. This has allowed a greater focus on pavement rehabilitation on roads that would not normally see capital works expenditure. The scope of the heavy patching, AC overlay and reseal has been supplemented with the use of insitu stabilisation to provide real pavement improvement in strength, durability and shape on maintenance budgets.</p> <p>The new stormwater maintenance team is delivering planned and proactive stormwater drainage maintenance works across the shire whilst responding effectively to more urgent call out works which is meeting community expectations as evidenced from positive community feedback.</p>
Highlight	<p>Positive feedback from community on drainage maintenance works being carried out by new stormwater maintenance team. Concerted effort from roads maintenance teams has assisted in Roads now not being in the top 5 list of priorities identified in the most recent Community survey.</p>

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
1.1.1.1	Implement annual rural drainage planned maintenance works	Completion of works / budget expended	Planned maintenance ongoing as required however resources currently focused on major urban CRMs with this work continuing to clear backlog	On Track 
1.1.1.2	Deliver gravel resheeting program	Completion of program	Works commenced. Program to ramp up following the current wet period.	On Track 
1.1.1.3	Deliver Bridge Maintenance Works Program	Works complete on site	Contractor has commenced repair work on the Tallow Creek footbridge bridge. Belongil footbridge restoration planned for the new calendar year.	On Track 

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.1.4	Deliver Major Patching Program	Completion of program	Middle Pocket complete. South Golden Beach nearing completion	On Track	
1.1.1.5	Deliver Pavement Asphalt Overlay Program	Completion of program	SGB Roads nearing completion. Works to continue in Byron Bay in January and February	On Track	
1.1.1.6	Deliver Reseal Program	Completion of program	Middle Pocket Road Complete	On Track	
1.1.1.7	Deliver Broken Head Reserve Road Traffic Control Works - Stage 1	Works Complete on site and road open to traffic	Final site survey has been carried out, design is nearing Issued For Construction stage. Detailed design estimate to be prepared and discussed with Works to confirm that the project scope can be completed within the available budget. The project is currently on track for construction completion by 30/6/22 subject to Council priorities and inclement weather.	On Track	

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

### Comment

The maintenance team continues to develop work programs with the assistance of Predictor Modelling from the Assets Team. This modelling incorporates road condition and road hierarchy position to determine the level of service achievable for the maintenance staff. This approach forms the foundation of the maintenance programs but are constantly and consistently updated, altered and managed with respect to other influencing factors such as local weather conditions, community feedback, inspections and impacts from the wider programs. Council is using Reflect software to manage both planned and unplanned maintenance and also Recover software to manage disaster recovery.

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
1.1.2.1	Undertake urban roadside tree maintenance for dead, dying, and dangerous trees	Program within budget and identified dangerous trees treated	Works are now up to date following storms in mid December. Tree inspections can now be recorded using Reflect software on mobile phones.	On Track 

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

Comment	Road asset renewals and upgrades have been prioritised inline with CSP values based on our Transport Asset Management plan, condition assessments, value for money engineering, safety, road hierarchy, and traffic volumes. Grants have been targeted based on these parameters and significant funding has been received. This has enabled projects in the 10 year program to be brought forward.
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#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.3.1	Deliver Road Side Barrier Renewal Program Shire Wide	Completion of program	Initial scope complete; Tweed Valley Way Brunswick Valley Way Coolamon Scenic Drive Billinudgel	On Track	
1.1.3.2	Deliver access ramp and footpath upgrade and renewal program shire wide	Access ramps and footpaths upgraded, as per program, in conjunction with planned capital projects to improve accessibility for community and consultation with Access Consultative Working Group	Program has been handed over to operations for completion of on ground works. Works are currently being programmed and delivered.	On Track	
1.1.3.3	Deliver replacement of damaged kerb and gutter Shire wide as per inspection report	Completion of program	programmed works completed within approved budget. Budget allocation exhausted.	Completed	
1.1.3.4	Deliver replacement of damaged footpaths Shire wide as per inspection report	Replacement of footpaths in accordance with inspection reports	16 Nos (40 %) out of the total 40 defects identified for current financial year have now been completed. No works were undertaken during this month	On Track	
1.1.3.5	Deliver Retaining Wall renewal Program Shire Wide	Completion of program	Vegetation management to commence in late January.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.3.6	Deliver road reconstruction work on the Pocket Road Stage 2	Works complete on site and open to traffic	Civil design to be updated to reflect flood study requirements. Design anticipated to now be completed in the New Year due to staff availability of Christmas and new design requirements. Construction anticipated to commence on the project late January/early February subject subject to design finalisation, inclement weather and Council scheduling priorities. Works anticipated to be completed by June 2022 subject to Council priorities, scheduling considerations and weather events.	On Track	
1.1.3.7	Deliver Myocum Road Safety and Upgrade Program	Works complete on site and road open to traffic	Works progressing well with completion Possum Shoot / Kennedys Lane intersection achieved in mid December. Safer Roads works also progressing well with all sections from Hinterland Way to Lagoon Drive to be completed in late December (pending final line marking in 2022). The overall project is on track for completion in March 2022.	On Track	
1.1.3.8	Deliver Fern Street Reconstruction	Works Complete on site and road open to traffic	Design work is currently delayed until pedestrian, traffic and heavy vehicles have been investigated further. Data collection is to be completed in order to ensure all designs work for actual pedestrian and traffic movements. Traffic Consultant expected to be awarded early 2022.	Delayed	
1.1.3.9	Deliver Stuart Street Upgrade	Stage 1 and 2 Works Complete on site and road open to traffic	Project nearing completion at end of December. Linemarking, timber bollards, groundcover and other minor finishes to be completed in early 2022.	On Track	
1.1.3.10	Deliver Carlyle Street Renewal	Works Complete on site and road open to traffic	design development progressing for delivery under the current grant arrangements for project completion by end of August 2022.	On Track	
1.1.3.11	Deliver Main Arm Road Safety and Upgrade Program	Construction Works Package complete	Resident community consultation has commenced with residents located in section subject to flooding. Meetings to continue early in 2022. Design continuing to be progressed to Issue For Construction. Project is on track to be delivered mid 2022 within budget.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.3.12	Deliver Bayshore Drive Renewal - Byron Arts and Industrial Estate	Construction Works Package complete	Internal design resources cannot meet project deadlines due volume of designs currently being prepared. Quotations being sought from consultant to design project in early 2022. Project construction delivery to be confirmed once consultants have been engaged and subject works scheduling and inclement weather.	Needs Attention	
1.1.3.13	Deliver South Beach Road Car Park Upgrade	Construction Works Package complete	Detailed design to be progressed. Approvals constraints map has been prepared and needs to be reviewed to agree next steps, this will confirm timelines to deliver project on time. Works to be staged to fit available construction budget. Works anticipated to be completed by August 2023.	On Track	
1.1.3.14	Deliver Englishes Bridge Renewal	Works Construction Package complete	Tender evaluation complete. Preferred tender which is also the lowest cost tender is over the project budget. As discussed with TfNSW, Council has submit a variation requesting the balance of funding required to complete the project. The variation is yet to be determined.	Delayed	
1.1.3.15	Deliver Federation Bridge Debris Defeectors - Mullumbimby	Construction Works Package complete	Awaiting outcome of grant application.	Awaiting Funding	
1.1.3.16	Deliver Kolara Way Footpath and Bridge Upgrade	Construction Works Package complete	Project on hold. Project status update to presented to Council in March. Quotes received to complete design and planning work exceed available budget.	Delayed	
1.1.3.17	Deliver Lawson Street Renewal	Construction Works Package complete	Concept layout prepared to inform design. key stakeholders identified for community consultation prior to moving to detailed design.	On Track	
1.1.3.18	Deliver Middle Pocket Road Upgrade - Section 1	Works Complete on site and road open to traffic	Middle Pocket Road improvement works have been completed.	Completed	
1.1.3.19	Deliver Rifle Range Rd Intersection Upgrade	Works Complete on site and road open to traffic	Concept design has been endorsed from TfNSW. Detailed design package approval is progressing. It is expected the detailed design and WAD can be approved by end of January. Following tender process, works to commence on site in April 2022.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.3.20	Deliver Sherringtons Bridge Renewal	Construction Works Package complete	Tender evaluation complete. Preferred tender which is also the lowest cost tender is over the project budget. As discussed with TfNSW, Council has submit a variation requesting the balance of funding required to complete the project. The variation is yet to be determined.	On Track	
1.1.3.21	Deliver Upper Main Arm Bridge Renewal	Works Construction Package complete	Tender evaluation complete. Preferred tender which is also the lowest cost tender is over the project budget. As discussed with TfNSW, Council has submit a variation requesting the balance of funding required to complete the project. The variation is yet to be determined.	On Track	
1.1.3.22	Deliver Upper Main Arm No.2 Causeway Renewal	Works Construction Package Complete	Design is progressing to preliminary stage. Property acquisition is ongoing and programmed to be reported to first available meeting of the new Council. Construction is programmed to commence with the Main Arm Road Safety project works in 2022/23 financial year.	On Track	
1.1.3.23	Deliver Fixing Local Roads - Ocean Shores Resurfacing project	All program works complete and roads open to public	Scope of works nearing completion	On Track	
1.1.3.24	Tincogan Street Intersection Priorities	Tincogan Street Intersection priorities on-ground works complete and open to traffic	Design work is currently delayed until pedestrian, traffic and heavy vehicles have been investigated further. Data collection is to be completed in order to ensure all designs work for actual pedestrian and traffic movements. The preferred Traffic Consultant to complete the investigation is anticipated to be awarded in late December or early January.	Delayed	
1.1.3.25	Grays Lane Upgrade	Construction works complete and road open to public	Construction on going. Lines, signs and safety barriers to be installed early in 2022. During Christmas break the road will be under road works operations: 40km/h.	On Track	
1.1.3.26	Minyon Falls Road Upgrade	Construction work complete and road open to public	Design work ongoing. Construction anticipated to be completed in April - 2022, subject to weather and availability of Contractors or Council Crew.	On Track	

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

### Comment

The focus of new works program has been on new safety works, such as road widening, new safety barrier installation, new line marking and signage. Significant grant funding has been won under various grant programs to plan for new safety and other new infrastructure works this financial years such as Myocum Road program

### 2021/22 Operational Plan Activities

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

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

**Comment** Council continues to deliver flooding and stormwater capital works projects and maintenance programs across the shire to manage flood risk including but not limited to drain clearing, stormwater drainage system upgrades, flood gauge and flood pump maintenance annually. The North Byron Flood Risk Management Study and Plan which sets out priority works across infrastructure land use planning and flood warning projects across the northern area of the shire.

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.6.1	Review and update 10 year Stormwater Levy program	Program reviewed and ready for development of following years budget	Review and update to 10 year Stormwater Levy program is mostly complete. Later years in the program are yet to be balanced and this is programmed to be complete by end of January.	On Track	
1.1.6.2	Deliver 44 Kingsley Lane - Kerb and Gutter to prevent property flooding at a number of properties	Works complete on site	Infrastructure Planning Team working with Place Planning team to develop concept designs. Once concepts are approved, following consultation process, detail design will commence.	On Track	
1.1.6.3	Deliver Annual Urban Drainage Maintenance works	Complete 70% of programmed maintenance for urban drainage	Two drainage crews working full time on drainage maintenance. Sucker truck employed 1 day per week cleaning pits.	On Track	
1.1.6.4	Deliver South Golden Beach Street Drainage Upgrade - Gloria Street East	Construction Works Package complete	Planning and design activities to be completed by the end of the 2021/22 financial year.	Not Commenced	
1.1.6.5	Deliver South Golden Beach Street Drainage Upgrade - Clifford Street	Works complete on site and road open to traffic	Project is construction ready and tentatively programmed for construction in March 2022, this is subject to inclement weather, other project deliveries and priorities.	On Track	
1.1.6.6	Deliver Lighthouse Rd / Reflections Stormwater Diversion Upgrade	Works Complete on site and road open to traffic	Construction is well underway and progressing well. Practical completion is anticipated in early 2022, weather dependent.	On Track	
1.1.6.7	Deliver New Brighton / Ocean Shores Overland Flow and Drainage Upgrade Study	Commence study and report to Floodplain Management Committee	Awaiting outcome of grant application.	Awaiting Funding	
1.1.6.8	Deliver Rajah Road Flood Flow Path	Works Complete on site	Project construction package provided to Works. Construction tentatively planned for March 2022 subject to Council priorities and weather.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.6.9	Deliver Stormwater Capital Maintenance Renewal Works Program	Works complete on site	Works program has been passed to Operations Team and are progressing well. Any works that are unable to be funded will be pushed in the 2022/23 program. 2022/23 program to be finalised in January.	On Track	▶

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

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

<b>Comment</b>	<p>Road and drainage maintenance works programs are being delivered as scheduled and to approved budgets and co-ordinated with resealing, asphalt overlay and other capital works programs throughout the year.</p> <p>These works include;</p> <p>Footpath and cycleways, Kerb and Gutter, Mobility space and Kerb Ramps, Roadside Barrier and Retaining Wall.</p> <p>This full program of planned maintenance will be delivered alongside reactive works based on immediate community feedback and inspections</p>
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#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.1.1	Building assets managed to support the provision of services to the community.	Building asset management actions are identified, documented, monitored and reported to community in line with Strategic Asset Management Plan and access requirements.	Received 30 fire safety statements and continuing to work on rectification of faults to achieve Annual fire safety statements.	On Track	
1.2.1.2	Complete 80% of programmed maintenance for water and sewer assets	Complete 80% of programmed maintenance for water and sewer assets	achieved over 80% for PM	On Track	
1.2.1.3	Implement planned maintenance program for resource and recovery operational assets	Program within budget	Public Place assets including waste and recycling bins, cigarette butt bins and dog poo bag dispensers continue to be serviced, cleaned and maintained as per agreed schedules. High season servicing has commenced. Additional public place bins were added to Apex Park in Byron Bay and recreation spaces in Brunswick Heads to eliminate overflowing bins. Afternoon servicing in addition to morning servicing occurring in Byron Bay and Brunswick heads over Christmas Holiday Period. Work on Asset Management Plan for the Byron Resource Recovery Centre is underway, with collation of information and mapping of assets in Council software system.	On Track	

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

Comment	Asset renewals are funded in part by the special rate variation but the significant progress made over the last 5 years has been largely grant funded.
Highlight	Council completed detailed laser assessment of the condition of all sealed roads which provided crucial data for a predictive computer model used to inform the capital renewal and upgrade program

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.2.1	Implement Open Space Programs in accordance with the adopted Open Space Asset Management Plan	Programs amended in line with AMP and adopted budget	Open Space asset renewals, repairs and maintenance across 71 parks (with infrastructure), 35 playgrounds, 10 sports fields, 7 skate parks, 20 hard courts (tennis/netball/basketball), and two pool facilities are prioritized according to recommendations within the Open Space Asset Management Plan	On Track	
1.2.2.2	Byron Bay Drainage Upgrade	Contract awarded and design process commenced	Awaiting funding. Currently preparing request for quotation in preparation.	Awaiting Funding	

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

#### Comment

Works programs are continuously monitored and modified when required to incorporate new opportunities when they arise from Grants or other initiatives to improve the condition of our road network in line with the community Solutions Panel expectations.

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.3.1	Amend the Recreational Needs Assessment 10 year program to 2032	Completed in line with the 22/23 budget development program	Recreation Needs Assessment action plan framework is being utilized to prioritize and deliver services and infrastructure, with reference to Community Solutions Panel values (SP). Review of current Recreation Needs plan relative to 2020 census data is intended to be completed.	On Track	
1.2.3.2	Deliver Ewingsdale Road Shared Path Missing Link Upgrade	Works complete on site	Works package handed to construction team. Construction is currently tentatively programmed for March 2022, this is subject to change due to weather, other project deliveries and priority changes.	On Track	
1.2.3.3	New Developer Contributions Plan	Complete and adopt the Plan	A range of key representations have been made regarding the potential implications of the proposed NSW legislative changes. The outcome of the collective representations across local government is not yet finalized.	On Track	

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

Comment	Upgrades to accessibility at Gaggin Park underway, including accessible amenities, pathways, play equipment and parking. Accessible pathway planned for Bangalow Parklands.
Highlight	Completed new fully accessible toilet at Federal Parklands, with accessible pathway and new disabled parking.

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.4.1	Deliver Accessibility outcomes within Capital works and infrastructure programs	Funded elements delivered	Accessibility is a key consideration within all planned Capital works and Infrastructure programs. Current consideration being undertaken relative to landscape master planning of Mullumbimby Heritage Park, upgrades of park furniture and amenities across the Shire, and new accessible pathway at Bangalow Parklands.	On Track	
1.2.4.2	Deliver accessibility outcomes within Capital works and infrastructure renewal programs	Adopted Program	Accessibility is a key consideration within all planned Capital works and Infrastructure programs. Current consideration relative to Master Planning of Mullumbimby Heritage Park, Bangalow Parklands, and in upgrades of park furniture across the Shire.	On Track	
1.2.4.3	Maintain beach entry points to agreed levels of service	Maintained in accordance with AMP within adopted budget	Regular inspections of beach access paths are programmed and maintenance repairs completed on an as-needs basis. Planning underway for beach access upgrades along Main Beach to address issues from recent erosion events.	On Track	
1.2.4.4	Construct the Byron Skate Park and Recreation Hub	Construction complete	Preferred tenderer for construction has been selected and notified, contract and procurement underway. Tenure under negotiation with Crown Lands.	Not Commenced	
1.2.4.5	Deliver the grant funded car park works and provision of off-leash dog area project at the Mullumbimby Recreation Grounds	Commencement of works which will be delivered in 2023	Stage 1 of the Mullumbimby dog park has been awarded approximately \$160k under Phase 3 Local Roads and Community Infrastructure Funding Program. \$300K has also been awarded under the LRCI to construct an access road to the Mullumbimby Skatepark. Scope of works for this project to be confirmed. Project Officers to be nominated to commence delivery of the project.	Not Commenced	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.4.6	Support the Bangalow Showgrounds Section 355 Committee to deliver the grant funded road works and rotunda renewal project	Committee is supported to deliver the project in accordance with funding agreement	Liaison with Showgrounds Committee is ongoing.	On Track	
1.2.4.7	Tennyson Street Shared Path Upgrade	Construction works complete on site and path open to public	Construction works ongoing and anticipated to be completed in early 2022.	On Track	
1.2.4.8	Byron Street Shared Path Upgrade	Project package complete and shovel ready	Heritage issues being addressed and to be incorporated into design. Designer to update drawings to reflect decisions made on site walk conducted 19/11. Stronger Country Communities grant application to fund construction unsuccessful. Further funding opportunities to be investigated by Council Officers. Design work anticipated to be completed by April 2022.	On Track	

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

Comment	Planned maintenance works have been completed during the reporting period.
Highlight	The upgrade to the Brunswick Memorial hall was completed in June 2021 with good results. New layouts for the existing toilet areas and a new compliant accessible toilet space were achieved as well as the installation of a stage lift which enables wheelchair access to the stage area. This facility is the first council building to have wheelchair access to a stage area and was well received by the local all abilities drama group.

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.5.1	Implement successful building grants eg stronger country communities program	Complete grant approved projects	Having completed the grant funded upgrade of the Mullumbimby War Widows cottage, no further grant funded building works are in progress	On Track	
1.2.5.2	Progress planning of renewal / upgrades of Byron Bay Pool	Plan for renewal / upgrades developed and reported to Council	Advertisement of RFQ for feasibility study has been delayed until after consideration of the current Pool Managers Unsolicited Proposal.	On Track	
1.2.5.3	Manage Surf Life Saving Contract for patrolled areas	Service program delivered	Surf Life Saving Contract in place and patrols operational.	On Track	
1.2.5.4	Upgrades at Marvel Hall including asbestos removal and kitchen upgrade	Upgrade works completed	All relevant approvals in place and RFQ for construction has been drafted and will be advertised in January 2022.	On Track	
1.2.5.5	Report on the feasibility study on converting the Petria Thomas Swimming Pool in Mullumbimby into a year round, solar heated facility, including a disability access ramp to the existing 50 metre pool, a splash children's pool, and a rehabilitation / hydrotherapy pool, and consider various water treatment options	Feasibility study completed	Final draft Feasibility Study received. Finding to be reported to Council early in 2022.	On Track	

## 1.2.6: Optimise Council's property portfolio (SP)

Comment	The development of Lot 12 is progressing well with the TAFE DA approved by the Joint Regional Planning Panel and works to commence in 2022
Highlight	Council has resolved (21-188) to implement a master plan for Lot 12 Bayshore Drive Byron Bay and also moved to provide a long term lease site on the property to TAFE NSW.

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.6.1	Progress Lot 12 Bayshore Drive Byron Bay future use	Implement council resolutions on the preferred future use	TAFE DA approved. Construction tender will be assessed in early 2022. Works are expected to commence late February.	On Track	
1.2.6.2	Ongoing detailed road assessment and valuation for the purposes of closure and potential land sale as required.	Ongoing actions complete throughout year as required	Works are on going with various actions and issue resolutions to resolve, including; Booyong Road, Myocum Road, Broken Head shared path have been approved by Council and are now being finalised. Main Arm Causeway No.2 will be reported to the next available Council meeting.	On Track	
1.2.6.3	Purchase of land access for Lot 4 Mullumbimby	Complete the purchase	TfNSW have advised they will seek an update of the land valuation based on the plan of subdivision.	On Track	
1.2.6.4	Progress infrastructure planning for the Ewingsdale Road corridor	Complete assessments	Work continuing with TfNSW regarding their modelling and the progression of the Ewingsdale Interchange Strategic Business Case	On Track	
1.2.6.5	Ongoing management of contracts for operation of First Sun and Suffolk Park Caravan Parks	Net operating budgeted profit met or exceeded.	Ongoing management of contracts on track. COVID-19 NSW lockdown and QLD border closures have been significantly impacting holiday park operations but from December 2021 bookings are picking up and the new year is looking favourable.	On Track	
1.2.6.6	Manage approval to operate licence conditions for First Sun and Suffolk Holiday Parks	Approval to Operate Conditions achieved	ATO approval condition measures implementation is underway and ongoing. A 3 year timeframe for special conditions compliance has been submitted to governing body for approval. Working on 5 year timeframe for all ATO conditions.	On Track	
1.2.6.7	Deliver adopted capital works program for First Sun Holiday Park	Delivery of adopted program	Capital works program underway and on track for 21/22 financial year. Program outlined within adopted budget.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.6.8	Deliver adopted capital works program for Suffolk Park Holiday Park	Delivery of adopted program	Capital works program underway and on track for 21/22 financial year. Program within adopted budget.	On Track	
1.2.6.9	Manage leases and contracts at Tyagarah Airfield	Progress the resolved direction for future use	Aeroclub hired. Leases for Skydive, Tiger Moth, and Callanan & Bailey have all been resolved by Council for longer tenures. Staff are working through leases remaining.	On Track	

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

Comment	Completed construction of the Byron Rail Precinct projects and complete design for Byron Bay Skate Park
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### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.7.1	Develop concept plans for the upgrade of Byron Bay foreshore (action from Byron Bay Town Centre Masterplan)	Concept plans for the Byron Bay foreshore adopted by Council	Discussions underway to commence this project alongside coastal alignment modelling for Main Beach Shoreline Project.	Delayed	

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

### Comment

Planning underway for upgrade of Suffolk Park football clubrooms, Byron Bay Football clubrooms underway. Gaggin Park toilets upgrade complete, Clarkes Beach toilet renewal planned for March.

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.8.1	Consult with user groups to establish user agreements, leases, licenses and Plans of Management	At least 6 User agreements reviews/implemented per annum	Continuation of community sport and recreation engagement to prioritize community needs and wants against Recreation Needs Assessment Action Plan. Working with sport and recreation community groups not on user agreements to get agreements formalized.	On Track	
1.2.8.2	Deliver adopted Sporting Infrastructure Renewal Program (Shire wide)	program delivery within budget as adopted	Annual sportsfield turf improvement programs have been completed across the shire. Working with sports clubs to upgrade facilities at Linda Vidler Park, Suffolk Park, Bangalow Sports fields and Byron Recreation Grounds.	On Track	
1.2.8.3	Complete renewal of Heritage Park northern boat ramp	Renewal works complete within budget	The boatramp is now included within the overall Heritage Park Landscape Masterplan which is currently in development.	On Track	
1.2.8.4	Revaluation of water and sewerage assets	Complete revaluation in accordance with the accounting code	Assessment of assets is progressing well and the revaluation is on schedule.	On Track	
1.2.8.5	Investigate roof upgrade for Mullumbimby Administration Building, in order to allow for rooftop solar installation.	Investigation outcome reported.	Contractor booked to start work on the 17th January 2022, work expected to take 3 weeks.	On Track	

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

### Comment

Contracted cleaning services servicing public toilets across the shire. Capital renewal programs in place and bring rolled out according to identified priorities. New toilets installed Gaggin Park, planned upgrade of toilets at Clarkes Beach and new facilities in Middleton Street, Byron.

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.9.1	Maintain public amenities in accordance with adopted levels of service	Ongoing maintenance of Council owned public toilets across the Shire	Programmed amenities cleaning works and associated inspections are being rolled out across the Shire.	On Track	
1.2.9.2	Construct new accessible amenities block at Sandhills Estate (Middleton Street)	Accessible amenities block open for use	Design and Construct RFQ has been advertised and quotes received with evaluation complete. Tenure currently being negotiated with Crown Lands.	Not Commenced	

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

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

**Comment** Council continues to investigate, plan and deliver projects that expanded our integrated accessible transport network such as the Mullumbimby to Brunswick Heads cycleway. Development of Council's Integrated Transport Management Strategy, Moving Byron, now in draft waiting final review before exhibition and adoption.

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.1.1	Seek and apply for grants that deliver prioritised Pedestrian and Access Mobility Plan (PAMP) and Bike Plan facilities across the shire	Program developed, grants applied and works implemented as funding permits	Byron Street Shared Path was unsuccessful in obtaining funding under the Stronger Country Communities Grant. Project to be considered for nomination under the TfNSW walking and cycling grant. Lighthouse Road has received funding under the Local Regional Roads Community Infrastructure program and is currently under construction.	On Track	
1.3.1.2	Provide a quarterly update report on the outcome of discussions with State government and agencies about the multi-use of the rail corridor, including any policy developments and funding opportunities identified	4 quarterly update reports provided	The next report will go to the February meeting of Council	On Track	
1.3.1.3	Develop a governance model to support rail corridor activation	Governance model developed	Rail trail initiatives are progressing in neighboring local government areas. In turn this increases the interest in Byron Shire collaborating on rail trail connection and the integration of a governance model.	Not Commenced	
1.3.1.4	Review Council's Asset Management Policy to embed Road Access and Safety Principles (RASPs) in line with procedure	Asset Management Policy revised and adopted to include consideration of RASPs	Went to public exhibition for 28 days and did not receive submissions. Policy updated on website.	Completed	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.1.5	Prepare Road Access and Safety Principles (RASPs) procedure for capital works and maintenance	Procedure endorsed by Executive Team	Proposed to resource this task through a Road Safety Officer. Council have funded half the position and staff are continuing to seek the remaining funding from Transport for NSW through their Local Government Road Safety Program which provides up to 50 per cent funding contribution to the salary of a Road Safety Officer. Without this resource this action will not be met.	Delayed	
1.3.1.6	Update road related DCP chapters to embed Road Access and Safety Principles (RASPs) in line with procedure for adoption in 2021/22	Relevant chapters updated, considered in next DCP housekeeping amendment.	Not commenced. To be considered in next housekeeping DCP in early 2022.	Not Commenced	
1.3.1.7	Prepare Byron Bay Movement & Place Study	Draft Study document presented to Transport and Infrastructure Advisory Committee for public exhibition.	Request to quote submissions received and currently being reviewed. Preferred Consultant anticipated to be awarded in January.	On Track	

## 1.4: Provide a regular and acceptable waste and recycling service

### 1.4.1: Implement Integrated Waste Management and Resource Recovery Strategy

Comment	Engagement and partnerships with community organizations Byron Rangers, Mullum Cares, Byron Pledge, North East Waste. Strong social media focus through @byronbinfluencer. Butt Free Byron Shire, Byron Loves BYO campaign which promotes reuse over waste generation, working with Circular Cafes to support hospitality businesses to recycle organic waste, implement reuse programs and decrease waste to landfill
Exceptions	Closure and rehabilitation of southern Landfill - has been delayed due to delays in planning stages.

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
1.4.1.1	Implement 2021/22 action plan activities identified in the Waste Management Strategy	Adopted Program delivered within budget	<ul style="list-style-type: none"> <li>- Flush media implemented for 3 months in 15 locations with waste and litter reduction messaging</li> <li>6 new public place bin frames installed for campaign signage - currently educating on not overfilling bins</li> <li>-collaboration with The Cavanbah team to reduce waste for open day</li> <li>-joint application through NEW on FOGO project funding for “Let's get our scrap together” campaign - aimed at decreasing food waste in landfill bins, utilising organics bins instead</li> <li>-development resources for event waste management: 100 reusable "Byron loves BYO" plastic cups purchased which can be utilized by events for reuse / return and work in conjunction with wash stations</li> <li>- worked with event company and community group Mullum Cares on New Years eve event "Soul Street"</li> <li>- Implementation of courtesy trailer program under Illegal Dumping grant program</li> <li>- Illegal Dumping education film showing at Byron Palace Theatre over summer holidays</li> </ul>	On Track 

## 1.4.2: Provide waste and resource recovery services

**Comment** Current Collections Contract 2014-0011 extended for additional 3 year period. Residential and public waste assets serviced appropriately with no major concerns

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
1.4.2.1	Implement Waste and Resource Recovery Collection Contract Management Plan	Managed in accordance with adopted budget	<p>2014-0011 Waste and Resource Recovery Collections Contract - three year extension of existing contract implemented with some variations. Extension includes transport and processing of organics stream. MVA on Myocum road (KPI failure relating to WHS incidents), deemed to not be the fault of the driver. 1 KPI failure in November relating to MGB repairs. On average 300 MGB repairs per month and 60 missed services per month. Some issues with blocked streets in Byron, flooded roads, powerlines over road but Contractor still managed to complete servicing these areas on alternative days. Contractor responsive to additional public place bin servicing requirements for peak holiday period.</p> <p>2020-0028 Transport and Disposal of waste Contract - Monthly meeting held - included discussions around CPI increase, QLD border issues and covid testing for drivers, QLD waste levy increase of \$10 per tonne from July 2022, minor invoice issues and monitoring truck speed on Tyagarah road.</p>	On Track 

### 1.4.3: Participate in regional waste management programs and initiatives

Comment	Participation in North East Waste. Participation in North Coast Waste Investment Project - with consultants currently working on market sounding and EOI to determine appropriate/ possible means of sustainably dealing with the North Coast regions recyclables and residual waste streams
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#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.4.3.1	Maintain membership and participation in the North East Waste regional waste management group	attendance to 80% or more of scheduled working group meetings	Membership ongoing. December meeting attended by Acting Manager Resource Recovery at Maclean. Discussions on regional procurement for mattress and tyre recycling progressed and BSC interested to participate in this process to increase resource recovery and waste diversion at a viable cost.	On Track	
1.4.3.2	Support the progression of a regional; alternative waste treatment facility in alignment of the adopted strategy and relevant resolutions	Ongoing support and participation in the Regional Waste sector	Market Sounding and EOI works continuing by Consultants MRA on behalf of participating Councils. This will help guide next steps of the project and determine level of future participation from Byron Shire Council.	On Track	

## 1.4.4: Ensure facilities and services meet statutory requirements

Comment	Compliance with all NSW Environmental Protection Licences. Annual returns submitted on time.
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### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.4.4.1	Maintain compliance with NSW Environmental Protection Licences for the Byron Resource Recovery Centre and Myocum Landfill	compliance with EPL and on time completion of annual returns	Ongoing monitoring as per EPL conditions. Annual returns submitted for 2021. Actions outlined in response to EPA request for information being worked through systematically. Officer responsible for day to day oversight of EPL resigned December 2021, recruitment to begin January 2022 to fill this position. Acting Manager Resource Recovery will undertake necessary tasks in the interim period.	On Track	
1.4.4.3	Maintain compliance with the Federal Government's Emissions Reduction Fund contract conditions for the Myocum Landfill Gas Carbon Farming Initiative Project	On-time reporting	Consultants GHD engaged to undertake analysis and write report on Council's ACCUs for reporting period ready for auditor. Have suggested extension of Contract and new model for calculating Carbon Credits for which paperwork was submitted 30 November 2021. Awaiting response from regulator on contract extension before work can commence on report.	On Track	
1.4.4.4	Delivery of stage 1 of the Capping Plan	Stage 1 works completed	Additional laboratory sampling is required which has further delayed the final design works. Consultants have provided updated timeframe of end Jan for final design, tender specifications for construction phase and updated Stormwater Management Plan for whole Resource Recovery Site. Whilst Stage 1 of the project should be completed by June 2022. The construction phase will be delayed.	On Track	
1.4.4.5	Council decision for 'Go/No Go' on construction for Dingo Lane Construction	Project feasibility and design completed (shovel ready)	Complete	Completed	

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

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

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.2.1	Monitor and compile annual licence returns	Complete annual report	Ongoing monitoring in accordance with EPA requirements	On Track	
1.5.2.2	Renew pumps in sewerage pump stations identified in 30yr Capex Plan with more energy efficient units.	Complete pump station renewals in accordance with capital works plan	Installation work progressing on all 14 SPS sites. Four completed with the remaining ten at varying levels of progress.	On Track	
1.5.2.3	Byron sewer treatment plant blower replacement	Practical completion for project	Blowers ordered	On Track	
1.5.2.4	Develop capital works plan in line with recycled water strategy	Capital works plan completed	Meetings with Utilities Directorate and General Manager have been held with the purpose of better understanding competing priorities and risks surrounding proposed strategic options. A key issue is to carefully consider Rous County Council mid and long-term position on recycled water and the potential role neighboring Councils in contributing to regional recycled water efforts. The project staff are considering these scenarios to calibrate proposed options before undertaking detailed benefit-cost assessments.	On Track	
1.5.2.5	Mullumbimby Inflow/Infiltration carry out planned capital works to improve system performance.	In accordance with project schedule	Tenders have been assessed and will be awarded in January, post Council caretaker period.	On Track	
1.5.2.6	Inflow/Infiltration for the rest of the Shire excl. Mullumbimby carry out condition assessments of prioritised catchments and develop capital works budget	In accordance with project schedule	Contractor to start work in January 2022.	On Track	
1.5.2.7	Byron STP Odour control - replace biomedica and construct roof	Replace biomedica and construct roof complete	Not commenced	Not Commenced	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.2.8	Brunswick Valley STP Options Assessment - Dewatering (Belt press/screw press)	Options Assessment Complete	Consultant's scope includes report to be incorporated into Brunswick Valley sewage transfer from Ocean Shores and staging of treatment options.	On Track	
1.5.2.9	Brunswick Valley STP Structural assessment of essential plant items	Complete - Structural assessment of essential plant items	Not commenced	Not Commenced	
1.5.2.10	Byron Bay - Sewerage Pump Station Renewals	Sewerage Pump Station Renewals Complete	Upgrade works progressing	On Track	
1.5.2.12	Byron STP works - Odour Control: Mechanical /GAC Filter, review existing blowers, review size/condition of existing McBerns Filter.	Construction complete	Review existing blowers, review size/condition of existing McBerns Filter. GHD report has recommendations but needs to consider Ferrous dosing system	On Track	
1.5.2.13	Byron STP - Options Assessment - Dewatering (Belt press/screw press)	Options Assessment Complete	Consultant appointed and scope includes report into master plan for Byron STP site including options for dewatering augmentation.	On Track	
1.5.2.14	Byron STP - Options assessment / Investigation - Vac Ex waste drying bay option assessment	options Investigation Complete	Included with BBSTP masterplan	On Track	
1.5.2.15	Byron STP - Renewal to Biosolids storage shed roof	Biosolids shed roof replaced	Contract has been awarded and pre-start meeting held. Project being delayed to May 2022 to avoid wet season and resulting concerns with Biosolids management during construction.	On Track	
1.5.2.16	Byron STP - Upgrade EPA 4 flow monitoring	Complete - Upgrade EPA 4 flow monitoring	System integration works progressing.	On Track	
1.5.2.17	Design - Ocean Shores to BVSTP transfer pump station and rising main	Complete Design - Ocean Shores to BVSTP transfer pump station and rising main	Design scope initiated with consultant. Environmental assessment and easement acquisition elements also initiated.	On Track	
1.5.2.18	Design - Ocean Shores transfer to BVSTP Option 4 - STP Process Elements	Design Complete	Design scope initiated with consultant	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.2.19	Fence line replacement as required at STP sites	Fence lines replaced at STPs	Assessment of existing fence lines to occur.	On Track	
1.5.2.20	Implement revised recycled water strategic direction	Implement revised recycled water strategic direction	Meetings with Utilities Directorate and General Manager have been held with the purpose of better understanding competing priorities and risks surrounding proposed strategic options. A key issue is to carefully consider Rous County Council mid and long-term position on recycled water and the potential role neighboring Councils in contributing to regional recycled water efforts. The project staff are considering these scenarios to calibrate proposed options before undertaking detailed benefit-cost assessments.	On Track	
1.5.2.21	Investigation only for Gravity main - Byron Bay CBD upgrade 73m DN 150 to DN300	Investigation complete	Progressing	On Track	
1.5.2.22	Review Wastewater and Effluent Management Plan	Wastewater and Effluent Management Plan Reviewed	Meetings with Utilities Directorate and General Manager have been held with the purpose of better understanding competing priorities and risks surrounding proposed strategic options. A key issue is to carefully consider Rous County Council mid and long-term position on recycled water and the potential role neighboring Councils in contributing to regional recycled water efforts. The project staff are considering these scenarios to calibrate proposed options before undertaking detailed benefit-cost assessments.	On Track	

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

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.3.1	Undertake annual review Drinking Water Management Plan and associated performance	Drinking Water Management Plan reviewed and available on website	The 2021 review will be completed in early Jan 2022.	On Track	
1.5.3.2	Implement recommendations from Mullumbimby water supply security investigations and upgrade	Mullumbimby water supply security investigations and upgrade	Pipeline route/alignment options required.	On Track	
1.5.3.3	Review Asset Management Plans for Water and Sewer Assets	Asset Management Plans reviewed	Work progressing	On Track	
1.5.3.4	Implement Smart Metering for water services	In-accordance with Smart Metering Implementation Plan	All meters installed. Collecting data and registering any issues that require attention.	On Track	
1.5.3.5	Reservoir Roof Replacements in line with Capital Works Program	Construction complete	Detailed scope for roof replacement completed. Roof cannot be commenced until slope remediation finished at other sites.	On Track	
1.5.3.7	Byron Bay Water Pipeline Renewal Carlyle Street Watermain Renewal - Tennyson to Massinger.	Water Pipeline Renewal Complete	Project design overlaps with Works' Carlyle Street project. Design clashes currently being resolved.	Needs Attention	
1.5.3.8	Byron Bay Water Pipeline Upgrade Bangalow Road upgrade - 710m DN100 - DN200	Pipeline Upgrade Complete	Consultant progressing detail design.	On Track	
1.5.3.9	Mullumbimby water reticulation analysis - Laurel Avenue Options Study	Options Study Complete	Investigation underway	On Track	
1.5.3.10	Mullumbimby Water Treatment Plant renewals	Identified WTP Renewals Complete	Progressing through renewal items	On Track	
1.5.3.11	Ocean Shore Water Pipeline Renewal Casons Lane, New Brighton	Project Complete	Readvertisement has seen appropriate Tender received and will be awarded as soon as possible for commencement in January.	On Track	
1.5.3.12	Ocean Shores Yamble Water Pump Station - Renewal of pump and electrical.	WPS Renewal Complete	Sourcing new pump unit	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.3.13	Old Mullumbimby Hospital Site - relocation of water mains	Old Mullumbimby Site - relocation of water main Complete	Surveyors scope of work for RFQ released.	On Track	

## 1.5.4: Implement the Water and Sewerage Strategic Business Plan

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.4.1	Brunswick Heads Sewerage Pump Station Renewals	Complete Brunswick Heads - Sewerage Pump Station Renewals	Upgrades continuing.	On Track	▶
1.5.4.2	Mullumbimby Water Pipeline - New Tuckeroo supply main from Scott Woods Res (900m DN200) (Construction)	Detailed design completed	Consultant progressing detailed design	On Track	▶
1.5.4.3	Ocean Shores Sewer Pump Station Renewals	Complete Ocean Shores Sewer Pump Station Renewals	Upgrade works progressing	On Track	▶
1.5.4.4	Review Strategic Business Plan (Water & Sewer)	Strategic Business Plan (Water & Sewer) Reviewed	Consultant engaged to start review.	On Track	▶

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

Comment	Asset Management Plan in draft and being reviewed. New technology and software has been progressively deployed to improve Asset Management Systems Capability.
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#### 2021/22 Operational Plan Activities

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

## 1.5.6: Protect and enhance our natural environment and biodiversity

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.6.1	Implement Effluent Reuse management plan	Effluent Re-Use Management Plan Implemented	Meetings with Utilities Directorate and General Manager have been held with the purpose of better understanding competing priorities and risks surrounding proposed strategic options. A key issue is to carefully consider Rous County Council mid and long-term position on recycled water and the potential role neighboring Councils in contributing to regional recycled water efforts. The project staff are considering these scenarios to calibrate proposed options before undertaking detailed benefit-cost assessments.	On Track	
1.5.6.2	Implement real time (SCADA) monitoring of nutrient loads at both inlet/outlet at Byron and Brunswick Valley Council Operated STP's	Real-time SCADA monitoring for nutrient loads complete	Pilot trial to commence in Feb 2022	On Track	
1.5.6.3	Bio energy facility project development approval and grant application	Bioenergy facility project - DA outcome decided and grant application decision	Arena submission in prepared for the final board meeting April 2022 EPA general terms of approval have been received	On Track	
1.5.6.4	Develop Biosolids Management Plan	Develop Biosolids Management Plan	Checking scope of management plan.	On Track	
1.5.6.5	Develop scoping brief & framework for Environmental Management System for Utilities Department	Scoping brief & framework for Environmental Management System for Utilities Department developed	Options for framework being assessed.	On Track	

## 1.6: Manage traffic and parking in an efficient manner

### 1.6.1: Implement review of parking management

**Comment** Council is continuously monitoring, reviewing and progressing a number of key parking management actions such as time limit changes in Brunswick Heads to help manage parking and traffic in an efficient manner across the Shire.

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.6.1.1	Deliver Seven Mile Beach Road Traffic Control Works Stage 1	Stage 1 Construction Works Package complete	Construction is underway, boulders are being landed into position. Sealing works will begin in the New Year, aiming to complete Stage 2 works by 30/6/22.	On Track	▶
1.6.1.2	Maintain Byron Bay Paid Parking System	Paid parking system operational throughout year	Paid Parking System is fully operational and ongoing. System audit has been completed, paid parking team are reviewing the outcomes prior to implementing any recommended improvements.	On Track	▶

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

Comment	Traffic and parking demands are considered as part of the planning process for roads and drainage infrastructure projects on an ongoing basis including but not limited to Local Traffic Committee DA reviews and recommendations.
Highlight	Broken Head Beach Road and Seven Mile Beach Road traffic and parking management

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.6.2.1	Complete Federal Village Main Street Movement and Place Detailed Design to support the development of the Federal Village Plan	Movement and Place Plan completed for inclusion in Federal Village Masterplan	Infrastructure Planning Team working with Place Planning team to progress project. Exhibition period for concept designs finished 19/12. Once concepts are approved, following consultation process, detail design will commence.	On Track	

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

Comment	New infrastructure such as the activation of the Byron rail corridor and Byron skate park are providing better integrated outcomes.
Highlight	Completion of the Byron Bay Bypass, strategically planned and funded, has improved outcomes for the current and future population.

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.6.3.1	Advocate for improved public transport across the Shire	Ongoing - suitable grants applied for throughout year	Moving Byron document has been approved for Public Consultation. Awaiting outcome of grant application submitted to fast track Bus Stop Accessibility Upgrade program.	On Track	
1.6.3.2	Maintain Council-owned electric vehicle charging stations	Maintain service level agreement for Council's electric vehicle charging stations. Implement user-pays system for Council-owned charging stations. Deliver relevant communications to electric vehicle owners.	A staff update on the project status was reported to Council's Executive Team in December 2021. Funding was allocated to transition Council's electric vehicle charging stations to a new provider.	On Track	
1.6.3.3	Advocate and apply for grants that improve accessibility to various transport options across the shire	On going - suitable grants applied for throughout year	Awaiting outcome of grant application submitted to fast track Bus Stop Accessibility Upgrade program.	On Track	
1.6.3.4	Deliver Mullumbimby to Brunswick Heads On Road Cycleway	Construction Works Package complete	The prescribed measure will not be met due to a second Strategic Planning Workshop being completed and next available Council meeting is likely in February or March 2022. Community consultation may need to occur between or after the Council meeting. 3 months is not sufficient time to develop detail designs for a project of this size. Propose changing the measure to 'Preferred alignment agreed, planning and design commenced'	Needs Attention	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.6.3.5	Undertake accessibility upgrades to existing bus shelters across the Shire	Stage one works complete in accordance with Council approved program and funding	Tender for Design and Construct Contract will be issued by late Jan 2022. Matrix being analysed to determine project priorities. Project to be staged to fit available budget.	Not Commenced	—

## 1.6.4: Improve effectiveness of Local Traffic Committee

### Comment

Additional extraordinary electronic meetings held on demand. Council approved GM delegation to approve LTC unanimous recommendations whilst Council was in recess over the Christmas period. Format for extraordinary meetings to be reviewed to further improve process. Format change for extraordinary meetings being monitored by the committee to improve functionality.

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.6.4.1	Report regulatory traffic matters and items requiring comment through the Local Traffic Committee for recommendation to Council for approval	Ongoing coordination of Committee throughout year	The 2022 meetings are yet to be programmed.	On Track	

**COMMUNITY OBJECTIVE 2:**

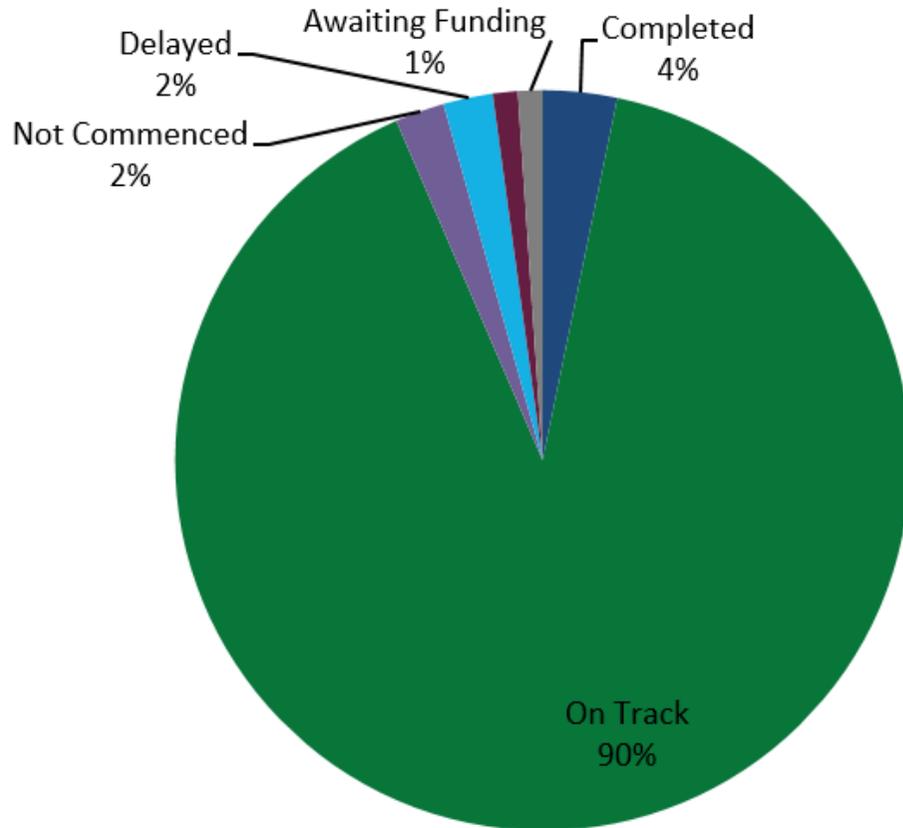
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WE CULTIVATE AND  
CELEBRATE OUR  
DIVERSE CULTURES,  
LIFESTYLE AND SENSE  
OF COMMUNITY



## Community Objective 2:

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



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

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

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

# Community Objective 2: Community

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

## 2.1: Support and encourage our vibrant culture and creativity

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

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.1.1	Support innovative and flexible delivery of Australia Day and citizenship events	Events delivered	Planning for the 2022 Australia Day Awards and Citizenship Ceremony is well underway. Council has received funding through the National Australia Day Council to support the delivery of COVID safe events and to enable us to transition to virtual events if necessary. The Australia Day small community grants program and nominations for Australia Day Awards opened in October, with two local community groups applying for and receiving funding.	On Track	

## 2.1.2: Provide meaningful and inclusive opportunities for volunteering

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.2.1	Support community organisations to maintain skills for spontaneous volunteers.	Capacity building support provided	No progress to report. New resilience officer met with CRN for the first time in December.	Not Commenced	
2.1.2.2	Support Council volunteers with the delivery and management of community facilities	Volunteer participation numbers	Support, advice, and regular updates provided to Council volunteers during changing restrictions, including the vaccination requirements relevant for the community hall facilities. Frequently receive and respond to general enquiries and Covid-19 related enquiries regarding regional NSW restrictions and the impacts on hall bookings, hall hirers and hall users. Sought financial information from hall committees to determine whether they need additional financial support. Additional financial support awarded to Bangalow A&I hall due to difficulty experienced from COVID-19. Three resignations have been received this reporting period, including two committee members from Ocean Shores Community Centre and one member from South Golden Beach Community Hall. In line with the new Council term, Committee members were advised that committees will be dissolved end of February and re-established in March 2022. Committee member applications will be advertised online, and in the local newspaper.	On Track	

### 2.1.3: Enhance opportunities for interaction with art in public spaces

Comment	The Arts and Culture Policy, Public Art Strategy and Public Art Panel continued to inform Council's approach to enhancing opportunities for interaction with art in public spaces. Memento Aestates installation complete and Lone Goat Gallery will be reopening after an extended closure with an interim exhibition Breaking Boundaries: Northern Rivers Creative Group show, opening 5pm Friday 7 May 2021.
Highlight	After an extensive COVID-related closure, the Lone Goat Gallery reopened in early May 2020 with the highly successful and well-attended Northern Rivers Creative Group Show, 'Breaking Boundaries'. Gallery programming has been confirmed for the remainder of the calendar year.

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.3.1	Coordinate Council's role in public art across policy and projects (Council and Community), the Creative Place Grant program and the Development Control Plan.	Public art projects supported	<p>A workshop was held with the Public Art Panel and Council Staff on 18 November to discuss potential improvements to the Development Control Plan (Public Art Chapter), and Council's broader public art processes.</p> <p>Council has supported Creative Mullum to install a temporary artwork, MAGICA_L by Emma Anna Chatter at Palm Park, Mullumbimby. Emma Anna Chatter is an accomplished public artist who is known for creating uplifting, interactive works drawn from the traditions of concrete poetry. 'Memento Aestates' by artist Giovanni Veronesi is an exciting feature of the redeveloped Rail Corridor in Byron Bay CBD. The work was initiated by Council and fabricated by Urban Art Projects, Brisbane. A report on the Creative Public Spaces Grant program was brought to the October 2021 Meeting of the Public Art Panel. The unawarded amount for 2021 of \$5,000 would be rolled over to boost the fund in 2022. Maintenance has been done on various public art works in the Shire.</p>	On Track	
2.1.3.2	Initiate Arts and Culture Strategy	Arts and Culture Strategy initiated	The Community development team has participated in consultations with Community and Council Staff to inform the Community Strategic Plan refresh. The outcomes of these consultations and internal workshops will guide arts and cultural directions in 2022.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.3.3	Support the ongoing operations of the Lone Goat Gallery	Lone Goat Gallery operational	Gallerist on 8 November and a handover was conducted. The Gallery has been reinstalled after ceiling replacement and construction works in October. During this quarter Lone Goat Gallery exhibition program was also impacted by interruptions from COVID-19 closures and restrictions. Staff are planning and promoting a program of exhibitions and public programs for Lone Goat Gallery in 2022. The next exhibition is by award winning local photographer Rob Scott-Mitchell (1954-2021), titled 'Beach dogs of Byron Bay' opening on January 15, 2022.	On Track	
2.1.3.4	Provide information and advice to internal and external stakeholders to support Arts and Cultural Development.	Respond to Arts and Cultural enquiries as required	Ongoing - Arts and Culture Officer responds to requests for information and support from internal and external stakeholders for arts and cultural activities.	On Track	

## 2.1.4: Support Aboriginal cultural vibrancy within the Shire

**Comment** Council worked with Arakwal, Jali Local Aboriginal Land Council and National Parks and Wildlife Service to develop shared educational and statutory signage for the Ti Tree Lake area in the South of the Shire, helping community to protect this important Aboriginal Place into the future.

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
2.1.4.1	Support cultural expression and cultural restoration opportunities	4 cultural expression and cultural restoration opportunities supported	Organised a cultural tour with Delta Kay with the Community and Cultural services team, as the team has a lot of Aboriginal engagement within the areas of responsibility. A genuine experience to promote awareness of the Arakwal community and the importance of working in genuine partnership with traditional custodians.	On Track 

## 2.1.5: Develop and maintain collaborative relationships with multicultural communities

Comment	Building on previous work with the multicultural community, Council supported community representatives to design and develop a survey to better understand local priorities. Further work with multicultural communities will be embedded within broader community planning and engagement activities.
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### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.5.1	Coordinate citizenship ceremonies to confer new Australian citizens on behalf of the Department of Home Affairs	A minimum of 4 ceremonies held throughout the year.	Two in person Citizenship Ceremonies were held in November 2021 and the next Citizenship Ceremony is to be held on Australia Day 2022.	On Track	

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

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
2.1.6.1	Build and maintain existing relationships with identified stakeholder groups	3 formalised opportunities for two-way sharing of knowledge	Continued support, advise and engagement with Arakwal, Tweed Byron and Jali LALC`s during the reporting period. Staff attended the Tweed Byron LALC, Management agreement for Fingal Headland. Capacity building with Arakwal Native Title staff and conversations with Jali about Ti-Tree Lake signage.	On Track 

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

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.7.1	Continue to support event organisers in the delivery of events.	Support workshops on subjects such as event planning, sustainable event and grant writing as opportunities arise.	Workshops for business being shared with event organisers to support their business COVID recovery. Grant info provided also, and general / COVID information being provided as requested. Considering options for face to face or online workshops. Exploring options for COVID Marshall training to be provided to volunteers - this is a changing space and challenging to keep up with what's needed.	On Track	
2.1.7.2	Deliver event and festivals annual sponsorship program	Review sponsorship program Advise Council on outcome of annual sponsorship program	Working with funding recipients through event postponements due to COVID.	On Track	
2.1.7.3	Administer licences for weddings, events, activities and filming on council and crown land	Report monthly statistics	Enquiries received in December: 41 (20 events, 11 film, 10 weddings). Applications receive / in progress: 30 (13 events, 11 film, 6 weddings). Licenses / Approvals granted: 19 (2 events, 11 film, 6 wedding). Activities took place: 11 (11 film). Meetings and/or site visits: 6 (all re events). Due to ongoing COVID restrictions some events and weddings have been postponed for later this year or early next year.	On Track	
2.1.7.4	Investigate electronic event and festival application referral and management system	Report on investigation	Trial continuing. Reviewing updates to website to improve access to digital information, support customer service, and create efficiencies re enquiry volumes.	On Track	
2.1.7.5	Collaborate with government, agency and industry on business policy and legislative reforms as required.	Respond and participate when required.	Review of LG Filming Protocol by OLG still on hold; team continue to explore options for a regional approach, and opportunities to streamline the film application process and information available to applicants. Informal meeting with Manager, Production Attraction, Screen NSW re local challenges and opportunities.  Completed submission for the Fun SEPP and impacts on Council, the Community and the industry.	On Track	

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

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

Comment	The End Rough Sleeping Byron Shire (ERSBS) Collaboration is an innovative community response to rough sleeping developed in partnership with local stakeholders and the state-wide End Street Sleeping Collaboration. Council convenes the collective effort of over 40 local stakeholders, including government, services, community groups and people with lived experience, working to end rough sleeping. Council also convenes a monthly Service Coordination Group to better support people sleeping rough and identify systemic gaps and barriers.
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#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.1.2	Participate in community planning to inform decision making, build capacity and develop a shared responsibility for actions with the community.	6 community planning activities undertaken	Co-facilitated two community engagement sessions as part of the Community Strategic Plan Refresh.	On Track	
2.2.1.3	Partner with Access Consultative Working Group to implement disability inclusion action planning priorities	Ongoing monitoring and reporting on disability inclusion outcomes	ACWG considered a number of issues, including the Draft Concept Plan for Federal Drive, and provided feedback. Formal support was given to Accessible Beaches to assist with improving beach access in the future by working together.	On Track	
2.2.1.4	Implement, monitor and report on the Disability Inclusion Action Plan 2017-2022	Annual reporting obligations met within statutory requirements	All Managers and Responsible Officers were emailed with quarterly reminder to review DIAP actions and provide appropriate public comment. The IWG did not meet in person, but updates given via email and a request for support with Community Conversations.	On Track	
2.2.1.5	Work in partnership with people with disability and carers in the development of a new Disability Inclusion Action Plan 2021-2025	People with disability are actively engaged in the preparation of the new DIAP 2021-2024	The consultation period for the new DIAP ended this month. The Community Survey had 148 responses; Staff Survey had 89 responses (22% response rate); 27 people registered for follow-up contact. 3 focus groups were held in partnership with ACWG member Cath, and 6 in-depth one-on-one conversations with community, and email submissions, were received.	On Track	
2.2.1.6	Develop Homelessness Policy	Homelessness Policy developed	No update required for this reporting period. Work commencing Quarter 3.	Not Commenced	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.1.7	Support the operations for the Byron Bay Homelessness Hub	Increased wellbeing of people accessing the hub	Frequent engagement between Council staff and Byron Community Centre representatives to progress facility upgrade, service design and planning prior to commencement of service delivery. Final license agreement provided to BBCA.	On Track	
2.2.1.8	Advocate for innovative responses and build the capacity of staff, non-government services and the community to contribute to preventing and reducing rough sleeping.	Ending Rough Sleeping Byron Shire project delivered	Byron Service Coordination Group meeting co-chaired with service reps and ESSC, 16 attendees. End of year homelessness service connection event hosted with 18 attendees. Annual statistics from By Name List collated: 85 people on the BNL in Byron Shire LGA; 29 people supported by Byron Service Coordination Group, 9 people exited homelessness into housing or temporary accommodation. Interview with Rolling Stone magazine regarding homelessness/housing in Byron. Attended Australian Alliance to End Homelessness training "Using case conferencing and BNLs to end homelessness", provided access to community partners to build capacity and increase stakeholder collaboration.	On Track	
2.2.1.9	Advocate to National Parks about the accessibility and inclusion issues within their remit	Increased awareness and implementation of accessible and inclusive outcomes in National Parks	Staff liaising with National Parks on a regular basis and advocating for opportunities to enhance access and inclusion within National Parks.	On Track	

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

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.2.1	Continue to strengthen and deliver high quality business and educational outcomes within the Children's Services portfolio. Outcomes that align with sustainable fiscal operations, high functioning staff culture and community engagement reflective of the Byron Shire. Continue to analyse best operational models in line with Legislative and Council requirements and ideals.	measure and benchmark stakeholder satisfaction; deliver priority outcomes based on children's services review;	2022 will see Children's Services recommence under a differing model of occupancy to sustain current staff shortages. This should not impact on business and educational planning goals for our projected project phase, but may alter the forecast and strategic oversight available.	On Track	
2.2.2.2	Lead Early Childhood sector engagement experiences for the Children's Services portfolio teams	Number of sector development activities undertaken	Difficulty with Educational Leader lead due to position remaining vacant. A recruitment process will begin again for February.	On Track	
2.2.2.3	Embed the National Quality Standards within the delivery of early childhood care and education at an exceeding level	Achieve the 'Exceeding National Quality Standard' rating	National Quality Standards are being reviewed and implemented for each quality Area across the Service in line with practice.	On Track	
2.2.2.4	Review and update Children's Services Policy in line with National Quality Framework and standards	Policy reviewed and adopted	Relevant and applicable policies are underway for a new year review process.	On Track	
2.2.2.5	Review Children's Services Governance Model	In line with the Children's Services Review process, review the governance model to reflect proposed strategic and operating models	Once our full team are realigned strategic direction and oversight will commence for 3 monthly interval planning for 2022.	On Track	
2.2.2.6	Undertake Early Childhood sector professional development that aligns with contemporary industry standards and expectations	Delivery of 1 relevant professional development opportunity	Awaiting the successful appointment of an Educational Leader to facilitate support in planning and pedagogy for the team.	On Track	

## 2.3: Provide accessible, local community spaces and facilities

### 2.3.1: Increase accessibility of facilities

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.1.1	Improve facility access through capital works and maintenance program	New access ramps at Marvell Hall and Brunswick Heads Memorial Hall	Concept designs still with structural engineer to finalise and RFT now likely in late January 2022.	On Track	

## 2.3.2: Support effective management of community buildings (SP)

Comment	Review of community building management models undertaken with report prepared for Council meeting in January 2022.
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### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.2.1	Review community building management model and implement recommendations	Review completed and recommendations implemented to improve governance of volunteer management committees	A Governance review of S355 Hall Committees was undertaken by an external consultant and has been delivered. A report has been prepared by Council staff for the first meeting of the new Council term, proposing several initial recommendations for immediate consideration and implementation. The S355 Halls and Venues Guidelines have been updated to reflect proposed recommendations. Other S355 governance documentation is currently being reviewed, condensed and consolidated. Additional recommendations will be considered and implemented ongoing for the purpose of improving governance of S355 committees and the operations of community halls. The findings from the Governance review survey have been compiled, ready to be distributed to committee members to report back on the governance review findings. Attended quarterly meeting with internal Emergency Planning Committee, which aims to identify risks and opportunities to implement increased safety measures at community halls.	On Track	
2.3.2.2	Administration of former Byron Hospital site	Signed head lease agreement and adopted financial model.	Lease negotiations close to completion	On Track	
2.3.2.3	Detailed design and development approval for former Byron Hospital site	Development approval in place and construction out to tender	DA assessment is continuing. Work continues with Social Futures regarding future use of the repurposed facility	On Track	

### 2.3.3: Provide high quality library services (SP)

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.3.1	Collaborate on RTRL transition to a revised operating model	New operating model agreed; transition plan developed; implementation commenced	SLG will consider service delivery model in March and made a recommendation for decision by the new RTRL Committee	On Track	

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

### Comment

Programmed maintenance and inspections are being rolled out across the Shire's Open Space assets according to defined Levels of Service.

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.5.1	Deliver Open Space maintenance programs in accordance with Levels of Service and adopted AMP	Programs delivered on budget	Open Space maintenance programs are being rolled out as per defined Levels of Service.	On Track	
2.3.5.2	Deliver beach safety programs as adopted	Program developed and reviewed annually with Stakeholder input	Lifeguard services are being provided across the Shire under contract.	On Track	
2.3.5.3	Provide ongoing support for the Byron Safe Beaches committee	Ongoing support provided	Staff carrying out ongoing liaison with Byron Safe Beaches committee.	On Track	
2.3.5.4	Manage contracts for operation of Byron Bay and Mullumbimby Swimming Pools	forecasted revenue met and expenditure not exceeded	Contract management for both pools ongoing. Navigate through COVID-19 updates, outdoor swimming pool health order requirements and restrictions easing. Both pools now open and remain open as per roadmap outlined.	On Track	
2.3.5.5	Delivery of operations and maintenance program for Tyagarah Airfield	Ongoing maintenance delivered	Operations of the airfield ongoing, maintenance program for runway and OLS intrusions ongoing and underway.	On Track	
2.3.5.6	Undertake daily safety inspections at Tyagarah Airfield	completed daily safety inspections	Daily runway inspections undertaken as per checklist requirements and CASA and Regulation guidelines. Changes to area radio frequency successfully initiated from 1 December 2021.	On Track	

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

Comment	Review of the adopted Recreation Needs Assessment and Action Plan is being completed relative to population changes identified within 2020 Census data.
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#### 2021/22 Operational Plan Activities

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

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

Comment	Community Solutions Panel values are considered in development of levels of service for open space assets.
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### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.7.1	Operation of Cavanbah Centre and sports fields and delivery of adopted capital works programs	Completed as adopted	Covid Safe Planning has been integrated into the day to day operations of the Cavanbah Centre. Adopted capital works program being delivered and on schedule.	On Track	
2.3.7.2	Maintain each of the Council owned parks, reserves, and sports fields to agreed level of service	Open spaces maintained to agreed levels of service	Maintenance program reflecting agreed Levels of Service is being rolled out.	On Track	
2.3.7.3	Byron Bay town centre renewals - delivery of adopted elements of the Landscape/Precinct Plan	Deliver adopted program of works	Major Projects upgrades of Rail Corridor and Byron Information Centre completed. Renewal program for streetscape furniture being rolled out.	On Track	
2.3.7.4	Maintain all towns and village streetscapes to agreed levels of service	Maintained to agreed levels of service	Towns & Villages unit and Better Byron unit providing regular maintenance service across town and village streetscapes.	On Track	
2.3.7.5	Operate and maintain Shire's cemeteries	Program meets adopted budget	Cemeteries staff providing cemetery services and regular maintenance programs across Byron, Bangalow, Mullumbimby and Clunes cemeteries.	On Track	
2.3.7.6	Coordinate the Natural Burial committee for Vallances Road	Suitable site selected	Infrastructure Services Major Projects unit are now providing oversight to this project.	On Track	
2.3.7.7	Deliver adopted infrastructure within the Suffolk Park Recreation Ground in accordance with POM, adopted Master Plan and Community consultation	Projects complete	The Linda Vidler Park Masterplan was adopted August 5th. Community Gardens Licence approved by Resolution. Detail design for drainage upgrade is underway. Design for upgraded SPFC facilities is currently underway.	On Track	

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

Comment	Council continues to collaborate with DPIE-Crown Lands to progress the transition
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### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.8.1	Progress outstanding responses to applications to Minister for initial classification and categorisation of applicable reserves and one-off applications	All Council applications lodged with Crown Lands	Next step will be further report to Council in 2022	On Track	
2.3.8.2	Develop Plans of Management for Council Land, that incorporate inclusion and accessibility, in accordance with prioritisation plan	Plans of Management progressively developed	Review of existing plans of management and gaps in current provision being completed to inform a prioritization plan for rollout of new planning.	On Track	
2.3.8.3	Meet Crown Lands reporting and funding requirements	Compliant reporting	Completed	Completed	
2.3.8.4	Inclusively work with community groups to development Plans of Management for Crown Reserves	Ministerial approval of Plans of Management	Awaiting determination of Classification and Categorisation applications by DPIE-CL before preparation of Plans of Management can commence.	On Track	

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

### 2.4.1: Provide and facilitate local emergency management

Comment	Council attends TBLEMC meetings as required and implements actions as determined in line with any formal request such as provision of VMS and traffic controllers. EOC meeting room and facilities currently being upgraded to meet standards and operational requirements
Highlight	EOC upgrade at the depot to meet standards and operational requirements

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.1.1	Maintain Byron Flood Warning Network and Disaster Dashboard	Flood warning network and dashboard operational throughout year	Flood Warning Network and dashboard is fully operational. Training completed in December. Ongoing optimisation of the network.	On Track	
2.4.1.2	Attend TBLEMC and Regional Emergency Management Committee (REMC) meetings	Attend meetings as required throughout year	TBLEMC and REMC meetings attended when called or scheduled on an ongoing basis throughout the year. Most recent LEMC: 05-01-22 Most recent REMC: none to date this financial year	On Track	
2.4.1.3	Undertake exercises of EMP and CMG's as decided by TBLEMC	Attend exercises as required throughout year	No exercises planned to date for this financial year. Staff and IMS system at the ready and attended internal exercise in December in lieu of LEMC scheduled exercises that are yet to be determined	On Track	
2.4.1.4	Ensure sufficient staff are trained to undertake EM roles in and outside business hours	Staff trained and sufficient staff available during disaster events	Emergency management training schedules are provided within Resilience NSW training calendar however classroom based training is still being impacted by Covid restrictions which is proving to be problematic for the efficient management of staff programming. Additional staff training to be carried out over this financial year if and when Covid restrictions or impacts on resources allow.	On Track	
2.4.1.5	Deploy technology to improve disaster response and recovery by preparing field devices and staff trained in readiness to respond to a natural disaster	Ongoing as opportunities arise	IMS systems improvement requirements are being updated into the system when identified on an ongoing basis. IMS event scenario exercise scheduled for Dec 2021 has been completed. Staff being trained in Reflect and Recover in readiness for natural disaster action when called upon as part of onboarding processes.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.1.6	Deliver 'Strengthening Community' workshops	14 workshops delivered to at-risk communities.	Red Cross delivered a series of webinars to strengthen and engage with the community, to build resilience, and also to address some of the mental health and wellbeing issues caused by successive disasters, COVID lockdowns and isolation. Ran a "Creating Community Connections" workshop face to face at South Golden Beach Hall. Full Strengthening Communities workshops unable to take place due to COVID lockdowns/restrictions. Variation sought with funding body to allow these to take place face to face in 2022.	Delayed	
2.4.1.7	Deliver Street Meets Workshops	14 workshops delivered to at-risk communities.	Workshops unable to take place due to COVID lockdowns/restrictions. Street Meets workshops scheduled to take place in 2022. Variation sought with funding body until December 2021.	Delayed	
2.4.1.8	Deliver extreme weather information for people experiencing homelessness	Information provided to people sleeping rough in Byron Bay, Brunswick Heads, Mullumbimby and surrounds, in line with protocol	Workshops unable to take place due to COVID lockdowns/restrictions and delayed recruitment of Disaster Resilience Officer. Literature review, workshop outline and facilitation guidelines developed by consultant to enable delivery in 2022. Easing of restrictions in late 2021 allowed for completion of the focus group consulting people sleeping rough in Byron Bay. Requested variation to funding body to extend the end date for this activity till June 2022, to enable face-to-face workshop delivery with a diverse group of community stakeholders.	On Track	
2.4.1.9	Deliver Get Ready Business Resilience workshops	Workshops delivered	Get Ready Business workshops conducted on 5 and 12 October. Delivered by Business Connect. First Alert Fire Safe and Waterproof Chest provided to those who attended both workshops. Chests funded under the Disaster Recovery funding arrangement.	Completed	
2.4.1.10	Develop and deliver Aboriginal Custodianship and Caring for Country workshop	Delivery of 7 workshops for year 1 of the overall project	Meeting with Banaam, Disaster Resilience Officer to discuss the design and methodology for the workshops. Workshop content currently being developed. Next meeting scheduled for early February 2022.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.1.11	Conduct a feasibility study for the development of an Emergency Services 'Hub'	Feasibility study completed	Feasibility Study completed for Emergency Management Hub (identified as an Agency Operational Centre in Emergency Management terminology). The report identifies and addresses the interdependencies and functional interactions between an AOC and EOC for meeting current standard requirements in establishing an EOC (OP Action 2.4.1.13).	Completed	✓
2.4.1.12	Develop an Asset Protection Zone & Fire Trail Management Program	Program endorsed by the FNC BFMC	It is intended to commence some long term fuel management works in Carramar Reserve OS. The removal of a grove of non-local Cadagi trees growing within the reserve has been completed.	On Track	▶
2.4.1.13	Establish a local Emergency Operations Centre	New or existing EOC upgrade to current standards operational	Contractors have commence on site works necessary to meet current standards. upgraded EOC to be fully operational first quarter 2022	On Track	▶
2.4.1.14	Undertake remediation and improvement works at the evacuation and recovery centre	Remediation and improvement works completed	All remediation and improvement works identified last financial year have been completed at the CAV including emergency plans and automated doors. Building inspections, maintenance and remediation works will be ongoing on an as needs basis throughout the year with current investigations determining that provision of ceiling fans is a priority subject to funding availability	On Track	▶
2.4.1.15	Partner with non-government organisations and other levels of government to respond to issues arising from COVID-19	Support, referrals and information provided through networks.	Participation in SES emergency flood meeting. No LEMC meetings attended in December. Monitoring local COVID situation with Omicron variant spreading in shire. Ongoing dialogue with Resilience NSW to improve coordination, and knowledge transfer.	On Track	▶
2.4.1.16	Promote and maintain Climate Wise Communities website	Website mapping layers and content reviewed and updated to maintain currency	ClimateWise website is live and operational and feedback submitted to developer. Review planned Jan/Feb 2022 to evaluate the effectiveness of the tool including the relationship with QiT before renewing licence.	On Track	▶
2.4.1.17	Assist in delivery of community 'Firewise' education	As per FNCBMP	Some targets for Community Awareness programs identified in the new Fuel management plan for Ocean Shores.	On Track	▶
2.4.1.18	Maintain official APZ, SFAZ, and fire trail access on council tenured land	3 times a year dependent on vegetation type	Works completed as ground conditions allow.	On Track	▶
2.4.1.19	Represent Council at Far North Coast Bushfire Management committee meetings quarterly	Quarterly reports to biodiversity advisory committee	Regular meetings have been impacted by COVID-19, but Council staff attended the November meeting	On Track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.1.20	Maintain fire management actions on FRS BRIMS database	As part of management actions	A new RFS Guardian system replacing BRIMS has been implemented from November and staff training completed.	On Track	

## 2.4.2: Support community driven safety initiatives

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.2.1	Support and deliver programs that improve community safety	3 community safety projects supported	<p>Supported the delivery of Soul Street New Year's Eve. Soul Street is a family-friendly and accessible event utilising place activation strategies through art, food, play, music and performance activities to create a safer Byron Bay.</p> <p>Attendance at the Liquor Accord meeting and the Local Drug Action Team meeting.</p> <p>Financial support provided to Street Cruise - a Byron Youth Service safety initiative.</p>	On Track	

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

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.3.1	Monitor, investigate and respond to unauthorised land use, development and environment complaints	100% response to Very High Compliance Priorities identified in the Compliance Priority Program & 80% customer service requests completed	<p>All CRMs are reviewed when received. CRMs that are within the 'Very High Compliance Priorities' category are investigated immediately.</p> <p>During December there were:</p> <ul style="list-style-type: none"> <li>- 64 CRMs received</li> <li>- 70 CRMs finalised</li> <li>- 252 CRMs remain open at varying stages of the compliance action process.</li> </ul>	On Track	
2.4.3.2	Undertake proactive camping patrols of streets and public places throughout the Shire	Patrols of streets and public places undertaken for unauthorised camping activity (> 7 weekly) Patrol roster maintained to meet peak period demands	<p>Staffing is maintained to ensure Community Enforcement Officers undertake regular patrols throughout the Shire.</p> <p>During the July - December period there were:</p> <ul style="list-style-type: none"> <li>- 200 CRMs received</li> <li>- 187 CRMs completed</li> </ul>	On Track	
2.4.3.3	Respond to people experiencing homelessness and rough sleepers through engagement and referrals to appropriate support and housing services	Number of contacts and referrals to outside providers made.	<p>During July - December the Public Space Liaison Officers undertook the following:</p> <ul style="list-style-type: none"> <li>No. of clients engaged - 617</li> <li>Referrals made - 132</li> <li>Information provided - 398</li> <li>Joint Patrols - 100</li> <li>Clean ups organised - 8</li> <li>DCJ - T/A referral - 17</li> </ul>	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.3.4	Undertake proactive patrols of community parks and open spaces to monitor safe use by dogs and their owners	Patrols undertaken of town and village parks & open spaces (> 4 weekly) Patrol roster maintained to meet peak period demands	<p>Staffing is maintained to ensure Animal Enforcement Officers undertake regular patrols throughout the Shire.</p> <p>During the July - December period there were:</p> <ul style="list-style-type: none"> <li>- 200 CRMs received</li> <li>- 187 CRMs completed</li> </ul>	On Track	
2.4.3.5	Provide companion animal management services	Annual reports and registration financial statements submitted to Office of Local Government by due date (100%) Dog attacks investigated within 24 hours of notification (100%) Animals impounded are returned to owner or rehomed (90%)	<p>Dog attacks are investigated within 24 hours of reporting in accordance with the Compliance Action Plan.</p> <ul style="list-style-type: none"> <li>- During the July to December period quarter there have been 46 attacks reported.</li> <li>- All impounded animals are returned to owners where possible, or rehomed with the assistance of local animal welfare groups.</li> </ul>	On Track	
2.4.3.6	Facilitate companion animals education	2 programs delivered & communications updated to promote responsible pet ownership	<ul style="list-style-type: none"> <li>- The first meeting of the Dogs in Public Spaces strategy was held on 29 November. The next meeting is scheduled for late January 2022.</li> <li>- The community survey was open between 8 November and 13 December 2021.</li> <li>- Face-to-face drop in sessions and site visits at popular dog exercise areas are scheduled for February 2022.</li> </ul>	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.3.7	Undertake regular and frequent parking patrols to increase availability and turnover in the Town and Village centres	Patrols undertaken of towns and villages ( 7 day/weekly) Patrol roster maintained to meet peak period demands & 80% customer service requests completed	Staffing is maintained to ensure Community Enforcement Officers undertake regular patrols throughout the Shire.  During the July to December period there were: - 536 CRMs received (373 parking, 157 abandoned vehicles, 6 for sale) - 534CRMs completed	On Track	
2.4.3.8	Monitor, investigate and respond to public and environmental health matters through proactive inspections and surveillance programs	Inspections completed compliance (>90%) Customer service requests attended to within response times (>85%) Comments to Liquor & Gaming Authority on license applications attended to within response times (>80%)	Public health complaints are responded to in accordance with the Compliance Action Plan.  During the July to December period there were: - 204 CRMs received - 241 CRMs completed  24 of the CRMs received were complaints about COVID related issues. Staff continue to provide education and assistance business to ensure compliance with NSW Health Orders.	On Track	
2.4.3.9	Deliver the Food Premises inspection program	Inspections conducted in accordance with NSW Food Regulation Partnership includes inspections and markets/major events (80% completed) Compliance with legislation and food safety standards (> 90%)	During the July to December period there were 100 inspections carried out.	On Track	
2.4.3.10	Deliver the Onsite Sewage Management System inspection program	Inspections completed (>10%) and system compliance (>80%)	During the July to December period there were 79 inspections carried out.	On Track	
2.4.3.11	Review the Onsite Sewage Management Policy and Procedure Manual	Policy review complete	A consultant has been engaged to review the Onsite Sewage Management Policy. The review will take place during 2021/22 and is ongoing.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.3.12	Deliver environmental and public health education programs to the community	Provide 'I'm Alert' online food education training (1) & Number of Food Safety Newsletters developed (2) distributed	<p>Link to 'I'm Alert' training is currently published on Council's website for business owners to participate in their own time.</p> <p>A newsletter program will be developed in the New Year.</p>	On Track	▶

## 2.5: Encourage community appreciation of cultural vitality and diversity

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

Comment	An Aboriginal Cultural Heritage Management project scope was completed, however the associated external funding application was not successful.
Exceptions	Funding remains an impediment to the Aboriginal Cultural Heritage Management project. Funding opportunities to be identified before project can progress.

#### 2021/22 Operational Plan Activities

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

## 2.5.2: Recognise and support the heritage of Byron Shire

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.5.2.1	Coordinate the Heritage Advisory Panel	4 meetings held	The purpose of the Heritage Panel is to provide support and advice to Council to assist its operations on heritage matters. The Panel will reconvene in early 2022.	On Track	
2.5.2.2	Conduct the Local Heritage Places Grant Program	Program complete to meet OEH grant requirements	Local Heritage Places grants were reported to Council on 4 November 2021. Three proposals were received. Funding allocations for 2021/22 awarded to all three proposals and the funding amount increased to \$3,500. Refer to Report 13.14 (I2021/1650). The successful recipients are:  1. Inverary, 130 Main Road, Mullumbimby 2. 58 Kingsley St, Byron Bay 3. 26 Satinash Crescent, Bangalow.	On Track	
2.5.2.3	Coordinate the Heritage Advisory Service	Program complete to meet OEH grant requirements Level of service use (referrals and advice >10)	Heritage information and assistance is being developed for the website, included online forms, help guides and fact sheets.	On Track	

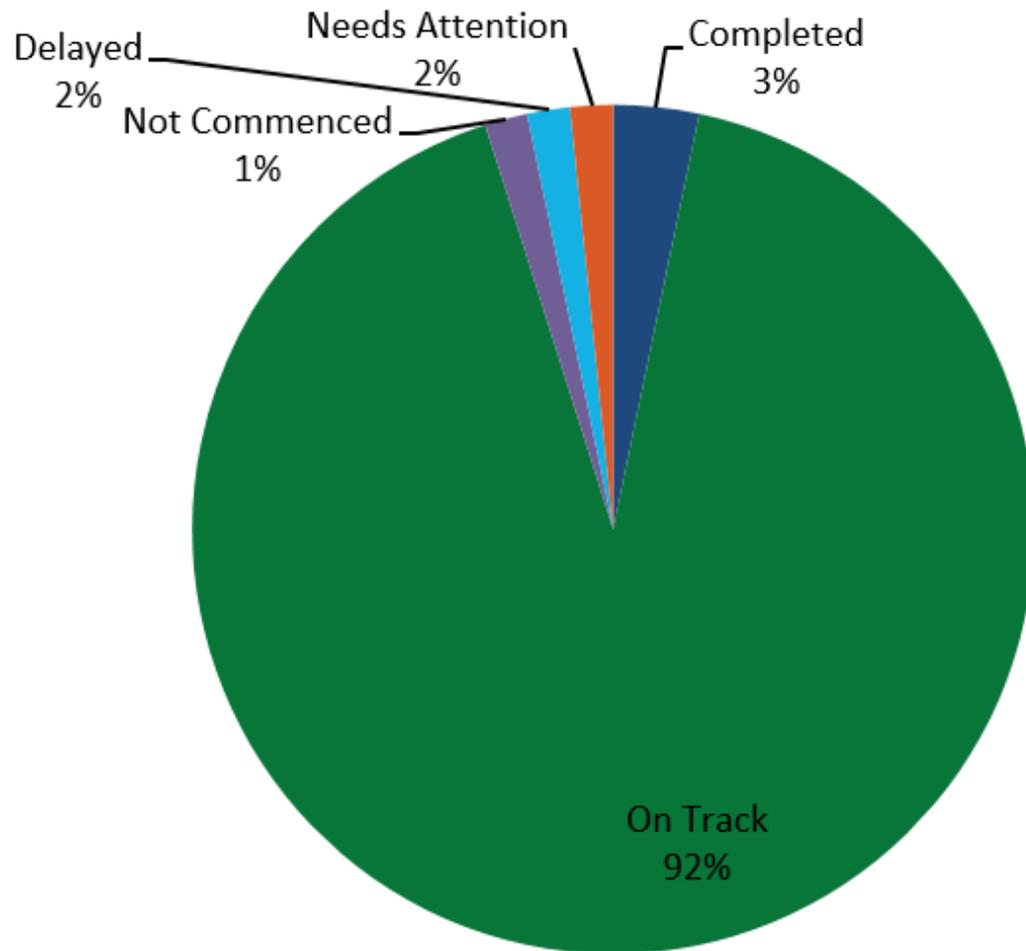
2.5.2.3	Provide a free Heritage Advisory Service to the community	Sustainable Environment and Economy	Level of service use (referrals and advice >10) (events and forums >2)	30-Jun-20	<p>Heritage Advisory Service meetings were held throughout the year by Council's Heritage Advisor. During the COVID-19 restrictions, the community was able to access advice electronically.</p> <p>An online booking system and advice request form was introduced.</p>	Achieved
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**COMMUNITY OBJECTIVE 3:**

WE PROTECT  
AND ENHANCE  
OUR NATURAL  
ENVIRONMENT



## Community Objective 3: We protect and enhance our natural environment



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

# Community Objective 3: Environment

We protect and enhance our natural environment

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

### 3.1.1: Protect and enhance our natural environment and biodiversity

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
3.1.1.1	Seek funding to implement the Biodiversity Conservation Strategy, Coastal Koala Plan of Management and Flying Fox Camp Management Plan (Biodiversity Conservation Strategy Action 1.32)	Investigate grant funding to implement strategies and plans.	<p>Attended Northern Rivers Regional Koala Partnership workshop 8/12/21 to plan future funding for regional koala projects. Applied for Smart Farms Small Grants program unsuccessful.</p> <p>Currently implementing the following grants:</p> <ul style="list-style-type: none"> <li>- NE Hinterland Koala Habitat Planting - \$45,000, NSW Koala Strategy.</li> <li>- Koala Activity Surveys - \$20,000, NSW Koala Monitoring Framework.</li> <li>- Commonwealth Combating Pests and Weeds Project - \$299,000, agricultural extension, pest animal, environmental &amp; agricultural weed control.</li> <li>- 1.8km Brunswick Riverbank rehabilitation - \$39,595, NSW DPI Fish Habitat Action Grant.</li> <li>- 900m Brunswick Riverbank stabilization &amp; rehabilitation - \$189,000 NSW Fish Habitat Restoration Program 2020.</li> <li>- 800m Brunswick Riverbank and Flying-fox habitat restoration, Pre-School educational book - \$79,050, NSW Environmental Trust Flying Improvement project.</li> </ul>	On Track

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.1.2	Revise Shire-wide Wildlife Corridor Mapping (Biodiversity Conservation Strategy Action 1.18).	Wildlife Corridor Mapping finalised	Draft wildlife corridor map presented to Biodiversity Advisory Committee 9 September, Councillor Strategic Planning Workshop 7 October, Agricultural Cluster Group 9 November and Expert stakeholder workshop 26 November. Developing interactive corridor map for community engagement.	On Track	
3.1.1.3	Continue to investigate hazard reduction/ecological burn at Honeysuckle Hill (Clay Heath). (Biodiversity Conservation Strategy Actions 4.2, 4.4 & 4.9).	Arrange Guardian training. Progress permits and approvals. Attend Far North Coast Bushfire Management Committee meetings	Staff attended Guardian fire planning training. Attended Northern Rivers Fire and Biodiversity Consortium AGM 8 December 2021.	On Track	
3.1.1.4	Investigate opportunities for Council to provide incentives for landholders to conduct restoration works on their properties that will assist with long term biodiversity conservation. (Biodiversity Conservation Strategy Actions 3.4, 3.7, 3.8, 3.9, 3.10 & 3.13).	Update Councils website with up to date information to support landholders wishing to undertake ecological restoration. Investigate funding sources available for conservation and restoration on private land.	<ul style="list-style-type: none"> <li>- Continued to provide email/phone advice and site visits to local farmers regarding sustainable agriculture.</li> <li>- Met with DPIE regarding future funding for koala habitat restoration on private land - December 8 2021.</li> <li>- Progressing private landholder conservation projects: Koala Food for the Future, NE Hinterland.</li> <li>- Commonwealth Combating Pests and Weeds During Drought Project - \$57,000 going to 11 landholders to participate in agricultural and environmental weed control through the managed grazing incentives and bush regeneration.</li> </ul>	On Track	
3.1.1.5	Continue the E zone review (Action No.9 from Rural Land Use Strategy)	Review progressed in stages	Stage 3 planning proposal proposal and mapping currently being finalised for submission to Department of Planning, Industry & Environment (expected in early 2022).	On Track	
3.1.1.6	Implement the Shire wide Integrated Pest Management Strategy	Implement budgeted program	Weed management of rural road verges continuing without incident.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.1.7	Implement the Flying Fox Camp Management Plan (Biodiversity Conservation Strategy Actions 2.4, 4.9, 4.17 & 4.18).	Meetings with Community Project Reference Group (3) Survey flying fox camps every 3 months.	- 800m of Brunswick riverbank and Flying-fox habitat has been restored under 3rd year of NSW Environmental Trust Flying Improvement project. - December flying fox census complete. - Flying Fox Project Reference Group attended field day on 9 December 2021.	On Track	
3.1.1.8	Implement the Coastal Koala Plan of Management. (Biodiversity Conservation Strategy Actions 1.32, 2.1, 2.12 & 4.7)	Engage with the community regarding mitigating threats to koalas. Finalise coastal koala SAT mapping reports.	SAT mapping complete and data reported to DPIE. Attended Northern Rivers Regional Koala Partnership workshop 8/12/21 to plan future funding for regional koala projects. Presented webinar to 25 DPIE staff on award-winning Leash-up dog owner behaviour change project. Continuing to progress koala habitat planting projects and to update database of interested landholders.	On Track	
3.1.1.9	Partner with key stakeholders on koala research and management projects, including - NE Hinterland Koala Conservation Project - Northern Rivers Regional Koala Strategy - Regional Koala Communications Group (Biodiversity Conservation Strategy Actions 3.8, 4.8 and 4.13)	Continue to progress NE Hinterland Project; Attend project meetings & workshops; Review and progress development and implementation of Northern Rivers Regional Koala Strategy.	Attended Northern Rivers Regional Koala Partnership workshop 8/12/21 to plan future funding for regional koala projects. Presented webinar to 25 DPIE staff on award-winning Leash-up dog owner behaviour change project. Continuing to progress koala habitat planting projects and to update database of interested landholders. Regional Koala Activity Study in progress (contracted to Biolink).	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.1.10	Deliver and report on feral animal projects (Action in Pest Animal Management Plan)	Report to Council on trapping programs. Participate in Feral Deer Working Group. Work with LLS on development and implementation of their pest management programs.	<ul style="list-style-type: none"> <li>- 2020-21 trapping data from JR Trapping entered into Feralscan.</li> <li>- 8 trapping weeks on private land in Byron Shire to be completed early December. Funded by Drought, Pest and Weeds grant.</li> <li>- Contract being negotiated for 2021-22 feral animal trapping on Council managed land.</li> <li>- Ongoing participation in Feral Deer Working Group.</li> <li>- BSC is participating in and supporting the LLS Feral Cat Trapping program and community education program 2021.</li> </ul>	On Track	
3.1.1.11	Deliver the 'Drought Pests and Weeds' grant funded project	Deliver tropical soda apple eradication program. Provide extension services to rural landowners. Deliver pest animal trapping program. Deliver the agricultural weed control through the managed grazing incentive project.	<ul style="list-style-type: none"> <li>-Project is progressing well with all components expected to be delivered by end Dec 2021.</li> <li>- Agriculture Extension funds are anticipated extend extension services to May 2022.</li> </ul>	On Track	
3.1.1.12	Continue program of steam (non-chemical) weeding	Delivered in accordance with budget and program	Steam weeding program being rolled out across the shire's playgrounds and town centres .	On Track	
3.1.1.13	Deliver Marshalls Creek Foreshore & Roadside Erosion Protection Works - New Brighton	Construction Works Package complete	Internal survey resources are not able to complete detailed survey due to commitments to construction works on ground. Detail survey currently out to quote externally. Output Measure deadline is currently programmed to be met.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.1.14	Deliver waterway management policies for waterways with relevant state agencies and the Byron Shire Floodplain Risk Management Committee	Commence development of waterway management policy	Policy development has commenced, therefore, the output measure is complete. The policy will be reported to the next available Floodplain Risk Management committee meeting held during the new term of Council.	Completed	
3.1.1.15	Develop a Strategic Action Plan for Wildlife Road Strike Mitigation in Byron Shire. (supports Biodiversity Conservation Strategy Action 4.7)	Draft Strategic Action Plan presented to Biodiversity Advisory Committee	Request for quote sent out. Project tentatively planned to start January 2022. Met with DPIE regarding NSW Koala Strategy funding for road strike mitigation 16 December 2021. Road strike hotspots added to database. Left Bank Rd changable wildlife sign relocated to Coolamon Scenic Drive.	On Track	
3.1.1.16	Finalise Flying Improvement Project to enhance Flying Fox habitat (Biodiversity Conservation Strategy Action 4.18).	Flying Improvement Project completed.	Project in progress. Some community based activities delayed due to Covid restrictions. Works on Mullumbimby camp (1 ha bush regeneration) nearly complete. Planting day at Paddy's Creek, Bangalow held on 27 November 2021.	On Track	
3.1.1.17	Finalise shire-wide restoration mapping (Biodiversity Conservation Strategy Action 1.20).	Map of areas that have been restored for conservation purposes available on Council's website.	Contract work commenced Nov 2021. Database updates in progress.	On Track	
3.1.1.18	Map potential habitat areas for Mitchell's Rainforest Snail (Biodiversity Conservation Strategy Action 1.25).	Mitchell Rainforest Snail potential map available on Council's mapping layers.	Contract awarded. Work due to start January 2022. Pre-start meeting held November 2021.	On Track	
3.1.1.19	Update 2017 vegetation and HEV mapping to reflect ground truthing done as part of E-Zone review (approx 250 sites). (Biodiversity Conservation Strategy Action 1.14).	Updated vegetation mapping available on Geocortex.	2017 Byron Shire Vegetation Mapping report complete (Landmark Ecological Services). Vegetation and HEV mapping updates in progress (Earthscapes).	On Track	
3.1.1.20	Update flora and fauna lists for the shire, including status of threatened flora and fauna (Biodiversity Conservation Strategy Action 1.11).	Revised flora and fauna lists available on Council's website.	Request for quote sent. Bionet Atlas threatened species data updated in Council GIS December 2021.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.1.11	Belongil Creek Entrance Opening Approvals		Not required this month	Not Commenced	—

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

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.2.1	Undertake bush regeneration activities to maintain and expand restoration of HEV sites on Council owned or managed lands forming part of the Council bush regeneration program	Delivered in accordance with budget and program	More sites reaching maintenance levels from initial primary weed control works.	On Track	
3.1.2.2	Undertake bush regeneration activities to maintain and expand restoration of HEV sites on Council owned or managed lands forming part of the Council bush regeneration program	Delivered in accordance with budget and program	Bush regeneration activities continuing with restoration and maintenance of HEV sites on Council owned or managed lands	On Track	
3.1.2.3	Respond to biosecurity threats in accordance with regulatory direction and agreement.	No breaches issued, timely response to directions	No Biosecurity orders issued to Council in the last 12 months.	On Track	
3.1.2.4	Continuation of mentoring of volunteer community Landcare and Dune care groups and progression of the Small Steps to Healthier Roadside Program	3 entities supported per annum	Council staff regularly meeting with and providing guidance to individuals interested in stewardship of neighboring bushland and community lands.	On Track	
3.1.2.5	Progression of high profile sites to maintenance levels for restoration works	5 sites achieved	Work is progressing well with more sites now reaching maintenance stage.	On Track	
3.1.2.6	Johnstons Lane Causeway Renewal	Construction Works complete on site	Successful meeting with Arakwal was held in November. Council is still waiting for Crown lands to issue the licence before construction commences. Works programmed for dry weather and low creek flows in April 2022. Labour and other material costs may be higher by the time construction commences may place budget risks on the project.	Delayed	

## 3.2: Strive to become a sustainable community

### 3.2.1: Work towards Council's zero-emissions target

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.1.1	Implement the Net Zero Emissions Action Plan for Council Operations 2025	Annual report to Council on delivery of Action Plan, alongside annual emissions inventory.	Council's Annual Emissions Inventory and update on progress towards net-zero emissions 2025 target being reported to the Executive Team in February 2022 and subsequently to the first available Council meeting.	On Track	▶
3.2.1.2	Prepare Annual Emissions Inventory to determine progress towards 2025 Net Zero Emission Target.	Annual Emissions Inventory reported to Council. Collect data and calculate emissions using newly defined emissions boundary (Climate Active-compliant).	Staff are finalising Annual Emissions Inventory report for Council for the first available meeting in 2022.	On Track	▶
3.2.1.3	Investigate a digital fuel card system for the bulk fuel supply	Report to Executive Team	Investigations and enquiries and cost estimate development ongoing by Stores Officer and Fleet Co-ordinator for reporting to ET rescheduled to first quarter 2022	On Track	▶
3.2.1.4	Investigate Council's methane gas flare and Australian carbon credit unit generation in line with net zero emissions target	Report to Council	Consultants GHD engaged to undertake analysis and write report on Council's ACCUs for reporting period ready for auditor. Have suggested extension of Contract and new model for calculating Carbon Credits for which paperwork was submitted 30 November 2021. Respire Recovery working in conjunction with Sustainability team, and GHD project will also assess best use of ACCUs in the interest of Council's net zero emission target.	On Track	▶
3.2.1.5	Council decision for 'Go/No Go' on construction for Bioenergy Facility, subject to State/Federal authorities	In accordance with project schedule	Work on DA EIS Response to Submissions is complete; DA referral estimated early 2022. Received EPA GTAs for DA and two draft EPA approvals for biogas and compost. ARENA Board package is under preparation.	On Track	▶
3.2.1.7	Finalise and commence implementation of the Climate Change Adaptation Plan	Plan developed and actions commenced	A status and update report is being prepared alongside the Annual Emissions Inventory report to Council for the first available meeting in 2022.	On Track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.1.8	Report annually on sustainability partnerships, such as Cities Power Partnership.	Report as required to Sustainability and Emissions Reduction Advisory Committee.	Ongoing activity - next report to Committee will be in line with new meeting scheduled to be determined by new council.	On Track	▶
3.2.1.9	Public Food gardens - continue to showcase public food garden outside Council Chambers	Garden maintenance days (6)	Garden and signage due to be updated by end of January, with communications planned to remind the community about the public food garden.	On Track	▶
3.2.1.10	Investigate a carbon offset policy and strategy for Council, in accordance with Climate Active certification.	Hold internal workshop. Report to Council.	Staff investigating carbon offset options for residual emissions of council operations. Draft policy being prepared for presentation to Council's Executive Team in February 2022.	On Track	▶
3.2.1.11	Investigate energy efficiency upgrade of Mullumbimby Administration Building (action A4 in Net Zero Emissions Action Plan)	Investigate business case for bulk lighting upgrade of Mullumbimby Office building and report to Council	Staff have commenced investigations into energy efficiency upgrade of Mullumbimby Administration Building and preparation of Business Case for lighting upgrade.	On Track	▶
3.2.1.12	Monitor Council's solar assets.	Monitor output performance of solar assets and report annually.	An annual progress and update report will be included in the Annual Emissions Inventory report being prepared for first available Council meeting in 2022.	On Track	▶
3.2.1.13	Develop an energy usage benchmarking system for waste water assets to identify potential energy efficiency upgrades (Action C4 Net Zero Action Plan)	Commence development of system.	Energy benchmarking commenced. Staff contributing to monthly reports, performance tracking and anomaly identification for Utilities assets.	On Track	▶

## 3.2.2: Support community environmental and sustainability projects

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.2.1	Provide coastal, environmental and sustainability information and encourage and support community activities and groups	Participate in and deliver coastal, environmental and sustainability events and information that is relevant to our community. Support coastal, environmental and sustainability community groups	Media Releases completed: 'Tallow Creek - To open or not to open'; 'Tallow Creek is open'; 'Tallow Cree footbridge closed for repairs this week' & 'Salvinia weevils released in Tallow Creek catchment to control invasive weed'; 'It is not OK to let your dogs chase wildlife'. 'Shorebird Sunday's' regular social media posts. Sustainability team has begun work with Zero Emissions Byron to create a collaborative educational series of videos about reducing carbon emissions in the home. Biodiversity team responded to 15 enquiries.	On Track	
3.2.2.2	Participate in regional coastal, sustainability and environmental working groups and initiatives.	Attend Sustain Northern Rivers/Energy Working group; Northern Rivers Fire and Biodiversity Consortium Participate in North Coast Joint Regional Organisation environmental working groups	Continued participating in regional sustainability and environmental working groups and initiatives aligned with the coastal, biodiversity and sustainability remit and project portfolio. Including attendance at the Presentation on the Draft Management Plan for the NSW Mainland Marine Park Network; Regional Koala Group Meeting, Regional Koala Partnership Meeting and Fire and Biodiversity Consortium AGM. Sustainability team attended quarterly Sustain Energy Working Group meeting and also sitting on NRJO Renewable Energy Steering Group. A pre-conference workshop on management of ICOLLs is being discussed and scoped with the NSW Coastal Conference Committee members. This workshop will be available for all attendees interested in ICOLLs, estuaries and management of these systems.	On Track	
3.2.2.3	Support community gardens in accordance with the Policy and Guidelines	Provide guidance and liaise with new and existing community gardens. Award licence for Suffolk Park Community Garden.	Staff continue ongoing consultation with Community Garden Groups. Staff are preparing the License and Agreement in consultation with the Suffolk Park Community Garden group. Shara Ocean Shores Community Garden is looking to install fencing to prevent illegal activity.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.2.4	Support Friends of the Koala, Bangalow Koalas and Wires through the Regional Koala Communications Group.	Participate in Regional Koala Communications Group meetings, as required	Attended Northern Rivers Regional Koala Partnership workshop 8/12/21 to plan future funding for regional koala projects. Secured grant funding for relocation of changeable wildlife sign to Coolamon Scenic Drive in partnership with WIRES. Supported Bangalow Koala with site maintenance at koala habitat plantings at Binna Burra.	On Track	
3.2.2.5	Support Brunswick Valley Landcare to deliver the Land for Wildlife Program and biodiversity enquiries	Quarterly reports to biodiversity advisory committee	Continuing to provide office space for BVL staff at Mullumbimby Council office.	On Track	
3.2.2.6	Deliver biennial Byron Shire Council Sustainability Awards.	Awards program delivered.	Commencing planning and cross-directorate collaboration in January 2022.	On Track	
3.2.2.7	Implement Brunswick Valley (Vallances Rd, Mullumbimby) Vision and Roadmap	Actions commenced	Workshop planned for January 2022 to discuss outcomes for the Vallances Road projects to be reported to Council in February 2022.	Needs Attention	
3.2.2.8	Co-host the 29th NSW Coastal Conference with Tweed Shire Council (May 2022)	Participate in Working Group Conference delivered	The 29th NSW Coastal Conference will now be held from 31st May - 2nd June 2022. Staff continue to attend monthly Conference Committee meetings. Field trips to the Bryon and Tweed Shire presently being scoped, along with Keynote Speakers for the event. A pre-conference workshop on management of ICOLLs is being discussed and scoped.	On Track	
3.2.2.9	Support community's emissions reduction efforts.	Report to Council on one year Climate Clever trial. Encourage sustainability events to apply for events sponsorship program.	Staff working with Zero Emissions Byron to develop promotional and education material about reducing household and business emissions. Climate Clever one year trial to be reported on in 2022.	On Track	

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

### 3.3.1: Implement Coastal Management Program

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.1.1	Continue preparing a Coastal Management Program (CMP) in accordance with the staged process for Cape Byron to South Golden Beach	Stage 2 progressed Coastal Hazard Update complete	Consultant has commenced data review and development of Project Plan. First deliverable expected March 2022.	On Track	
3.3.1.2	Continue pre-construction phase of Main Beach Shoreline Project (Jonson Street protection works)	Technical investigation progressed	Detailed technical investigation has commenced on concept options with a report expected to be completed by March 2021. Baseline Assessment Report amended with new historical information about structures in the vicinity of the works, which were uncovered after the December 2020 erosion event. Project updates provided to the community and stakeholders.	On Track	
3.3.1.3	Continue 'Bringing Back the Brunswick River' Project	Deliver Federal Fish Habitat Restoration Project Investigate grant opportunities Investigate commencement of CMP Stage 1	Project planning, design and approvals well underway for the Federal Fish Habitat Restoration Project at Mullumbimby: Final design anticipated in December; seeking permits from Crown Lands, NSW Fisheries and Cape Byron Marine Park; construction anticipated to commence late January 2022. Grant application submitted to NSW Fisheries Habitat Action Grant (closed 10 December) for a River Restoration Project at Marshalls Creek, New Brighton. At this stage there is no resource or capacity to commence CMP Stage 1 preparation for the Brunswick Estuary.	On Track	
3.3.1.4	Continue preparing a Coastal Management Program (CMP) in accordance with the staged process for Cape Byron Southern Coastline (including Tallow and Belongil Creek Catchment)	Stage 1 scoping study complete Stage 2 of the CMP process progressed	Grant applications and scope of works for Stage 2 studies being developed. First grant application submitted end of November. First stage of the review of the Belongil Entrance Opening Strategy (Stage 2 study) has been completed internally by staff. Preliminary outcomes were reported to Council to the 25 November meeting (refer OP Activity 3.3.1.10).	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.1.5	Construct additional flowpath from Byron STP	Project Complete	Works within the STP are progressing, and will be secured during end of year shutdown. Next month will see the pump pits installed and works around the distribution pit recommenced.	On Track	▶
3.3.1.6	Prepare detailed design and review of environmental factors for Sandhills Wetland Project	Detail design completed	Resolution of land tenure matters are progressing. Detailed engineering and environmental assessments are progressing	On Track	▶
3.3.1.7	Continue beach monitoring to track and report on beach erosion and recovery	Survey complete	Monitoring of beaches and public access ways continues. Clarkes Beach Agency Working Group established with meetings every 2-3 months to provide oversight of planning and management of key assets at Clarkes Beach. Site meeting held early November to discuss the collaborative CoastSnap project (Council and the National Parks and Wildlife Service) to confirm design and location of a new CoastSnap camera cradle on Lighthouse Rd to monitor sand movement into the Bay. CoastSnap camera cradle installation delayed till February 2022. Daily photo monitoring of beaches and access ways during the early January 2022 coastal erosion event (ex TC Seth) completed. Media Release prepared reporting on the erosion event: 'Big seas = erosion at some Byron Bay beaches'.	On Track	▶
3.3.1.8	Continue community education about beach erosion, nesting shorebirds, and dune vegetation values	Four engagement activities / community contacts per annum	Continued update of Council's website and pages relating the coastal information, CMPs and projects. New dune signage installed at New Brighton Beach. 'Shorebird Sunday's regular social media post created to provide key messaging to the community about shorebirds and the local area as taken by local wildlife photographer. Four Media Releases completed on Tallow Creek: 'Tallow Creek - to open or not to open'; 'Tallow Creek is open'; 'Tallow Creek footbridge closed for repairs'; 'Salvinia weevils released in Tallow Creek catchment to control invasive weed'. Media Release completed early January during the coastal erosion (Ex TC Seth) event: 'Big seas = erosion at some Byron Bay beaches'. Interview with 7 Prime News completed on the coastal erosion event.	On Track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.1.9	Clarkes / Main Beach dune stabilisation project	Project scope of works prepared and grant application made	Grant application for 50% funding submitted to the State Government - Coast and Estuary Grants Program for 'Byron Bay - Main and Clarkes Beach Dune Stabilisation Project'. Application presently being assessed.	Completed	
3.3.1.10	Belongil Creek Entrance Opening Strategy Review	Strategy reviewed as part of stage 2 Southern Shire CMP process	The first stage of the review of the Belongil Entrance Opening Strategy (2019) is complete. Staff provided an update on the progress the review to the 25 November Council meeting where Council subsequently adopted a suite of key recommendations including minor amendments to the operational considerations and methodology in the EOS. Minor amendments to the EOS will be complete by end of January 2022. The amended EOS will then be distributed to agencies for obtaining relevant licenses and approvals. A more detailed review of the EOS will be undertaken over the next 6-9 months as part of Stage 2 Southern Shire CMP preparation. The more detailed review is pending the outcomes of other Stage 2 CMP investigations.	On Track	
3.3.1.12	Tallow Creek Entrance Opening Strategy Review	Strategy reviewed as part of stage 2 Southern Shire CMP process	The review is a Stage 2 CMP study to commence in 2022. Scope of work and request for quotation currently being prepared for consultant engagement.	On Track	

## 3.4: Support and secure our farming future

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

#### 2021/22 Operational Plan Activities

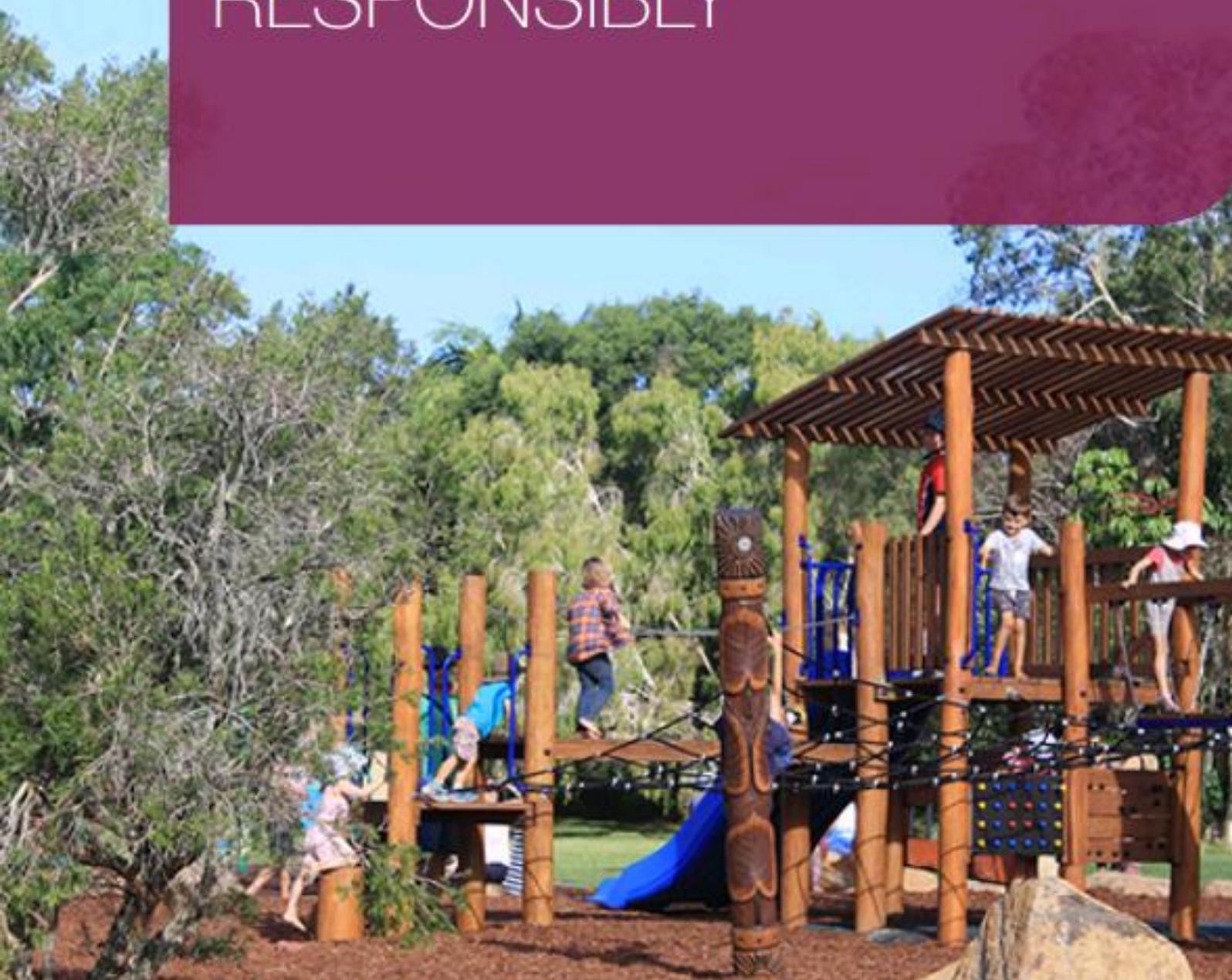
OP Code	Operational Plan Activity	Measure	Comments	Status	
3.4.1.1	Continue implementation of the Agriculture Action Plan	Convene Agricultural Cluster Group meetings (3); Maintain and update farmer database to disseminate information on farm-related issues.	<ul style="list-style-type: none"> <li>- Action plan adopted and implementation continuing.</li> <li>- Agriculture Cluster group met 9 November 2021.</li> <li>- Farmer database now over 270. Weekly newsletter disseminated. Specific interest workshops, articles and information is selectively forwarded to network members e.g. Grazing, Regen Farming, Cropping.</li> </ul>	On Track	
3.4.1.2	Continue to deliver Smart Farms - Small Grants project (Biodiversity Conservation Strategy Actions 3.4 & 3.10)	Deliver field days/workshops (3). Deliver farming mentoring program.	<ul style="list-style-type: none"> <li>- Project extended to June 2022.</li> <li>- Handbook for new farmers starting out in the shire printed and being distributed.</li> <li>- Farmer workshops are ongoing, to be delivered by Brunswick Valley Landcare. Farm planning and Soils workshops have been run.</li> <li>- Farmer mentoring program in progress, in partnership with Southern Cross University. First workshop held December 2021.</li> </ul>	On Track	



3.4.1.1	Finalise and Implement Agriculture and Agribusiness Action Plan	Sustainable Environment and Economy	Meetings with Agricultural Cluster Group and Industry (3) Finalise and commence implementation of actions from the Agriculture and Agribusiness Action Plan (2)	30-Jun-20	Cluster Group meetings held. Farmers Farm and Cows do moo brochure updated. Small Farm Grant being delivered. Farmers handbook in development.	Achieved
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**COMMUNITY OBJECTIVE 4:**

WE MANAGE  
GROWTH AND  
CHANGE  
RESPONSIBLY



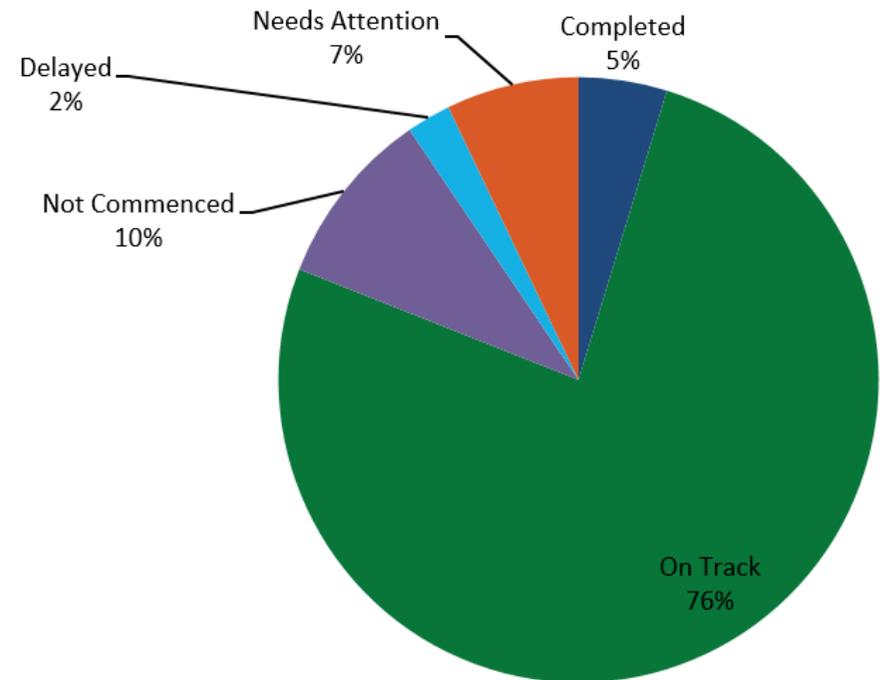
## Community Objective 4:

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

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

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

## We manage growth and change responsibly



# Community Objective 4: Growth

We manage growth and change responsibly

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

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

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.1.1	Facilitate the Design Excellence Panel for Byron Bay Town Centre	Panel formed; meetings held	Council resolved to appoint Design Excellence Panel for the interim whilst Council works towards wider advertising for more members in the new year.	On Track	
4.1.1.2	Continue to implement actions from Our Mullumbimby Masterplan, Bangalow Village Plan and Byron Arts and Industry Estate Plan	Place Planning Collective meetings Internal working group meetings Funding implementation Plan prepared in consultation with Directorates for next years budget Investigate and apply for grant funding	Place Planning Collective meetings continuing including masterplan project prioritisation and scoping.	On Track	
4.1.1.3	Investigate priority needs for future masterplans	EOI to outstanding villages to invite interest in community led masterplan process	Expression of interest process for early 2022 for the next village/town masterplan was endorsed by Council at the 28 Oct 2021 Council meeting. EOI drafting underway.	On Track	
4.1.1.4	Review and update Bangalow Development Control Plan (high priority action from the Bangalow Village Plan)	DCP reviewed and reported to Council	Final DCP adopted by Council 4 November. Due to be effective 25/11/21.	Completed	

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.1.5	Deliver one way traffic trial for Centennial Circuit (Byron Arts and Industry Estate Precinct Plan action)	Report to Council on trial outcomes	Report to November 4 Council meeting confirming outcomes of the trial and recommendation to extend trial and seek permanent solution.	Completed	
4.1.1.6	Support the Federal Community Village Masterplan Steering Group to undertake community-led masterplanning for Federal	Draft masterplan reported to Council for public exhibition	In progress. Refer to Council website for further information. Aiming for a draft masterplan to be formally exhibited early 2022.	On Track	
4.1.1.7	Evaluate 'Talking Street', Mullumbimby project trial	Report to Council - project evaluation & recommendations for permanent changes	Sandstone seating installed in street and Arakwal artworks underway as final components of the trial. Staff looking toward evaluation of the trial in early-mid 2022.	On Track	
4.1.1.8	Park activation Bayshore Dr (Byron Arts and Industry Estate Precinct Plan)	Activation events held	Park construction delayed due to inclement weather - now scheduled for Jan 2022. Activation to commence following construction.	Not Commenced	
4.1.1.9	Amend Local Environmental Plan and Development Control Plan in accordance with Mullumbimby Hospital Precinct Plan	Amendments commenced	Land use planning to progress late 2021 - early 2022. Refer to Council's website for latest project information.	On Track	
4.1.1.10	Commence review of Local Strategic Planning Statement priority actions	LSPS review of priority actions commenced	Not commenced, pending completion of other project priorities. Also, timing of review subject to State government's endorsement of Residential Strategy and Affordable Housing Contribution Scheme, as well as review of the North Coast Regional Plan. Current focus on engaging with State Government's North Coast Regional Plan Review (NCRP) including Byron Local Narrative and development of the draft NCRP.	Not Commenced	
4.1.1.11	Progress Sandhills Reserve management transition in accordance with Crown Lands Management Act.	All actions required of Council complete	Discussions being actively pursued with multiple meetings held with Crown Lands this quarter.	On Track	
4.1.1.12	Prepare precinct plan for land around the Byron Central Hospital (action from Business & Industrial Land Strategy)	Draft Precinct Plan commenced	Not commenced	Not Commenced	

### 4.1.3: Manage development through a transparent and efficient assessment process

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.3.1	Assess and determine development applications	<p>1. Time taken to determine development applications under delegated authority - Average = 70 days, Median = 60 days</p> <p>2. Time taken to determine modification applications under delegated authority - Average = 50 days, Median = 40 days</p> <p>3. % of applications determined within 50 days under delegated authority &gt;50%</p> <p>4. % of modified applications determined within 40 days under delegated authority &gt;60%</p>	<p>December 2021</p> <p>1. Average - 134 days, Median - 103 days;</p> <p>2. Average - 50 days, Median - 37 days</p> <p>3. 24%</p> <p>4. 69%</p> <p>July to December 2021</p> <p>1. Average - 103 days, Median - 73 days;</p> <p>2. Average - 49 days, Median - 37 days</p> <p>3. 38%</p> <p>4. 65%.</p>	On Track	
4.1.3.2	Assess and determine construction certificates	<p>80% Construction Certificates processed in less than 28 working days;</p> <p>80% subdivision certificates processed in less than 28 working days</p>	<p>December 2021</p> <p>46% of Construction Certificates processed in less than 28 days.</p> <p>100% of Subdivision Certificates processed in less than 28 days.</p> <p>July to December 2021</p> <p>60% of Construction Certificates processed in less than 28 days.</p> <p>100% of Subdivision Certificates processed in less than 28 days.</p>	On Track	
4.1.3.3	Assess and determine complying development applications	<p>80% Complying Development Applications processed in less than 20 working days</p>	<p>December - 100% Complying Development Applications processed in less than 20 working days</p> <p>July to December - 67% Complying Development Applications processed in less than 20 working days</p>	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.3.4	Provide certification inspection services	Undertake 95% of inspections within 2 working days	<p>Inspections are generally carried out within a day of the requested date. Due to COVID-19 Health Orders staff are working on a rotational basis to ensure inspection coverage can continue.</p> <p>During December there were 137 inspection requests received. During the July to December period there were 1093 inspection requests received.</p>	On Track	
4.1.3.5	Respond to and investigate complaints against building standards	Undertake 100% of inspections within 2 working days	<p>Where complaints relate to 'very high' or 'high' categories within the Compliance Priorities Program are received are received, they are actioned immediately.</p> <p>All other complaints are investigated within two days.</p>	On Track	
4.1.3.6	Conduct the Swimming Pool and Fire Safety inspection program	Statutory requirements met	<p>Swimming Pool inspections are undertaken on application for a Swimming Pool Compliance Certificate issued under the Swimming Pools Act.</p> <ul style="list-style-type: none"> <li>- 8 certificates were issued during December.</li> <li>- 46 certificates were issued between July and December.</li> </ul> <p>The Fire Safety inspection program is being reviewed and will be developed to so that annual reminders for certification are issued and compliance is met.</p>	On Track	
4.1.3.7	Share information through builder and developer forums	<p>Newsletters circulated to the building and development industry (6)</p> <p>Newsletters available online</p>	1 Planning eNews has been issued so far for the 2021/2022 financial year.	On Track	
4.1.3.8	Adaptable housing for multi-dwelling housing or medium density housing in accordance with DCP	Compliance with DCP	33% of dwellings in multi dwelling or medium density housing developments approved in 2021-2022 thus far are adaptable, which complies with the minimum 10% target.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.3.9	Provide pre-lodgement advice and assistance to applicants	80% development related advice provided within 21 days 80% DAP minutes provided within 10 days	December - 100% Pre-lodgement advice provided within 21 days. - 33% DAP minutes provided within 10 days.  July to December - 69% Pre-lodgement advice provided within 21 days. - 70% DAP minutes provided within 10 days.	On Track	
4.1.3.10	Prepare a Planning Proposal to enable precinct based Short Term Rental Accommodation.	Planning proposal progressed in accordance with Gateway	Consultants Urbis were engaged by the Departments PDU to prepare an Economic Impact Assessment (EIA) to inform review of Councils STRA Planning Proposal. Staff expressed considerable concerns with the draft EIA to PDU and these remain with the revised and now finalised EIA. This matter is the subject of a separate report to council in early 2022.	On Track	
4.1.3.11	Prepare and assess Planning Proposals and Development Control Plans, and amend Local Environmental Plan maps	80% of applicant initiated planning proposals reported to council within 90 days once the applicant has paid the required Stage 1 assessment costs.	Output measure achieved. Status of 'applicant-funded' planning proposals is presented below: - 53 McAuleys Lane, Myocum: Gateway determination received; exhibition expected in March/April 2022; - 'Elements' land at Bayshore Drive Byron Bay: adopted 4 November Planning Meeting; revised planning proposal mapping to be submitted to DPIE in early 2022; - The Farm, Ewingsdale Road, Byron Bay: adopted 5 August 2021 Planning Meeting; currently with DPIE for finalisation; - 150 Lismore Road, Bangalow: Gateway determination received and additional studies required prior to exhibition now completed; exhibition expected in March/April 2022; - 114 Stewarts Road, Clunes / 103 Yagers Lane Skinners Shoot / 55 Settlement Road Main Arm: assessment awaiting Stage 1 payment from applicant (ALL 3); - Manns Road, Mullumbimby: assessment commenced, awaiting additional information from applicant; - 268 Ewingsdale Road Byron Bay: awaiting updated studies before commencing Stage 1 assessment;	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.3.12	Administer 10.7 certificates, allocation of property addresses and update property subdivisions in GIS and Authority	95% of 10.7 requests processed in 5 working days Report monthly on requests for property addresses Update property information in Authority and GIS	Approximately 95% of Section 10.7 Planning Certificate applications processed within 5 working days (ongoing measure).	On Track	
4.1.3.13	Investigate strategic framework for resolving dwelling entitlement issues (Action No.22 from Rural Land Use Strategy)	Investigations commenced	Unable to commence action until the state government's State Significant Agricultural Land review has been finalised.	Needs Attention	
4.1.3.14	Progress Style Guide for Low Rise Medium Density Housing Code.	Style Guide commenced	NSW Government Design and Place State Environmental Planning Policy (SEPP) released and project under review having regard to the SEPP provisions.	Needs Attention	
4.1.3.15	Provide action implementation update on Rural Land Use Strategy	Actions audit and update reported	Audit of actions progressing	On Track	
4.1.3.16	Review DCP 2010 & DCP 2014 to determine preferred structure and priority updates.	DCP review commenced	Project is on hold to enable other priority housekeeping DCP matters to be progressed over coming months.	Not Commenced	
4.1.3.17	Commence Employment Zone reform implementation	Prepare scope of work	Initial review of Employment Zone mapping completed and submission showing Council's mapping translation of 'existing' to 'new' employment zones (including proposed variations) made to DPIE on 21/12/2021.	On Track	
4.1.3.18	Review LEP 2014 to identify provisions that are redundant and/or require updating to reflect strategic land use priorities.	LEP 2014 review commenced	Unable to commence action until state government's Employment Zone Reforms have been finalised.	Needs Attention	

## 4.2: Support housing diversity in appropriate locations across the Shire

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

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.2.1.1	Prepare an Affordable Housing contribution scheme under SEPP 70 to be incorporated in the local planning framework controls (Action in Residential Strategy)	Finalise LEP amendment to apply SEPP 70 affordable housing contribution to one or more of the sites identified in the Residential Strategy	A planning proposal has been uploaded to the Department of Planning, Industry and Environment's planning portal seeking to amend Byron Shire LEP 2014 by inclusion an affordable housing contribution scheme.	On Track	
4.2.1.2	Progress future use of Lot 22, Mullumbimby Planning Proposal, Plan of Management and Structure Plan	Planning proposal progressed in accordance with Gateway Plan of Management and Structure Plan commenced pending outcome of Planning Proposal	DPIE peer review of the planning proposal (to determine if it can proceed ahead of the Residential Strategy and the AHCS) has been finalised. Pending advice on outcome of peer review from the DPIE.	Delayed	
4.2.1.3	Progress governance framework and partnerships for the delivery of diverse housing	Report prepared	Supporting Council's adopted Affordable Housing Contribution Policy and draft Affordable housing contribution scheme, set out possible options for affordable housing contribution governance to gain early feedback from the state government on their appropriateness.	On Track	

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

### 4.3.1: Facilitate and support sustainable development of our business community

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.3.1.1	Review the format of the Economic Development Strategy and Action Plan	Working revision and collation of relevant documents. Scope out engagement and communication plan to inform development of the Strategy.	Communication Plan drafted. Engagement with the business industry will commence post busy summer period.	On Track	
4.3.1.2	Continue to strengthen partnerships between Council and the business community	Formalise Sourdough MoU. Support workshops in line with the business community needs. Support employment opportunity workshops.	MOU adopted by Executive Team. Workshop opportunities being investigated	On Track	

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

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

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.4.1.2	Continue to liaise with our business and tourism industry.	Participate in various business and tourism boards and meetings when appropriate. Collate and share business data.	Continuing engagement by way of meetings, sharing of data and research via Council website, email and business newsletter. Attend Destination North Coast meetings.	On Track	
4.4.1.3	Consider how to increase awareness of accessibility and inclusion for our business community in the development of the new business industry plan	Accessibility and inclusion considerations incorporated into the new business industry plan	Sharing information where appropriate regarding awareness of accessibility and inclusion via meetings, Council website, newsletter To be considered into the new business industry plan.	On Track	

## 4.5: Work to improve community resilience in our changing environment

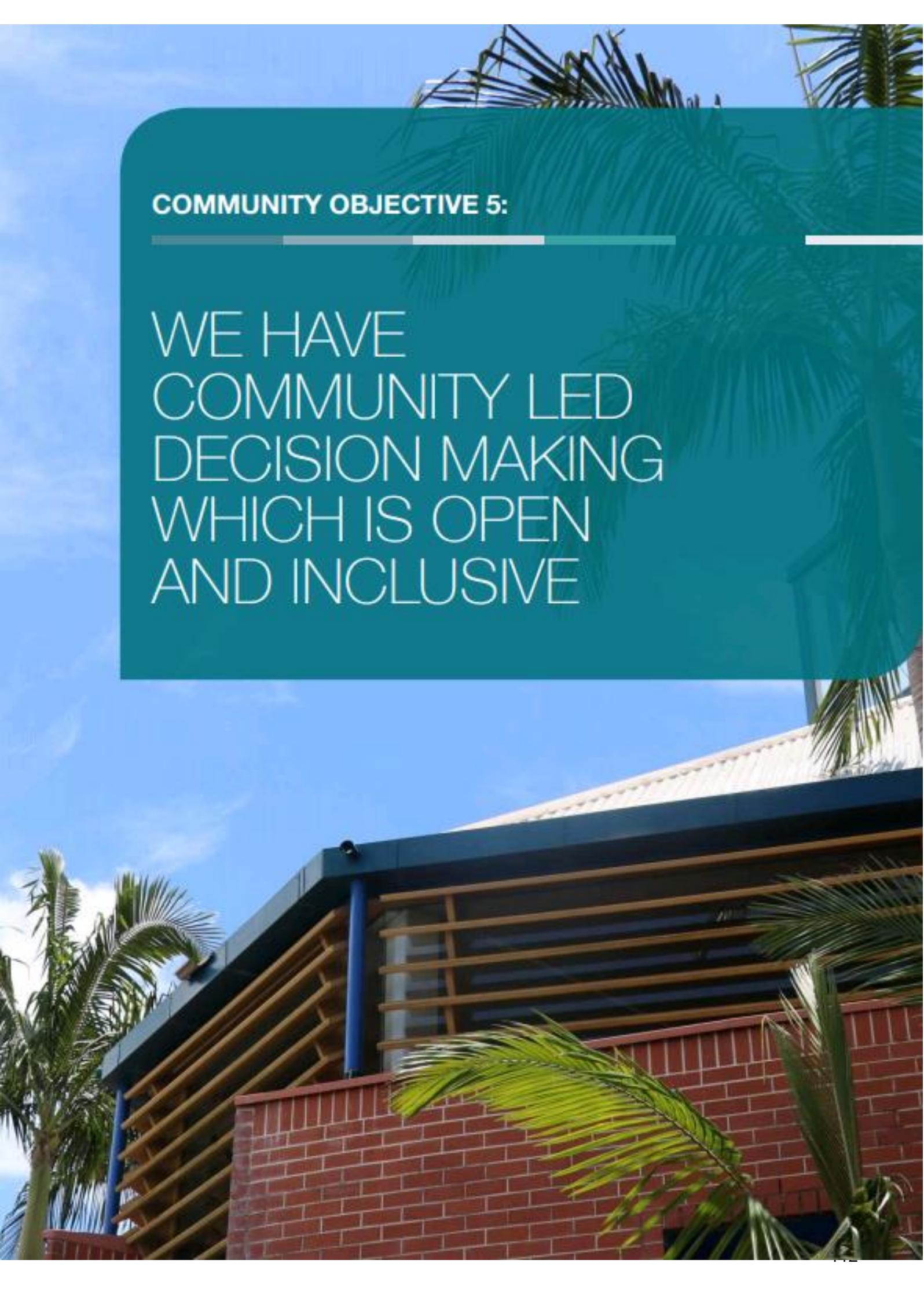
### 4.5.1: Develop and implement strategies for our community's needs

Comment	Business and Industrial Lands Strategy finalised
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#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
4.5.1.1	Align existing reporting with Resilience Framework.	Relevant report actions aligned with Resilience Framework.	No update this period	On Track 
4.5.1.2	Develop Internal Resilience Framework.	Framework developed.	No update this reporting period	On Track 
4.5.1.3	Review Community Gardens Policy	Investigate 'Enterprise Garden' definition for Mullum Community Gardens	Project scheduled for 2022.	On Track 
4.5.1.4	Scope out parking study brief for Byron Arts and Industry Estate (action in Byron Arts and Industry Estate Masterplan)	Draft project brief prepared	Project to commence in 2022.	On Track 
4.5.1.5	Support Community and local emergency services to develop and coordinate shared disaster resilience activities.	Coordination of Community Resilience Network, exercises and training.	Mailchimp newsletter sent out to CRN to introduce new Disaster Resilience Officer. Flood Scenario was run with SES and NSW Health with the CRN network on 15 December, 2021 both online and in person. At this meeting the BSC Flood planning and drainage engineers presented the Disaster Dashboard to the CRN, and the ClimateWise website was also introduced. New Disaster Resilience Officer made connections with local emergency services and CRN network.	On Track 

4.5.1.2	Implement priority actions in the Employment Lands Strategy	Sustainable Environment and Economy	Actions commenced (1)	30-Jun-20	<p>Following 3 actions have commenced:</p> <ul style="list-style-type: none"> <li>• Action 18 – working with the Arakwal. Funding secured and work on hold due to COVID 19</li> <li>• Action 19 - progressed with the summary report on our land use strategies – reported to Executive Team in Jan 2020</li> <li>• Action 21 – flood plain risk management study</li> </ul>	Achieved
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**COMMUNITY OBJECTIVE 5:**

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WE HAVE  
COMMUNITY LED  
DECISION MAKING  
WHICH IS OPEN  
AND INCLUSIVE

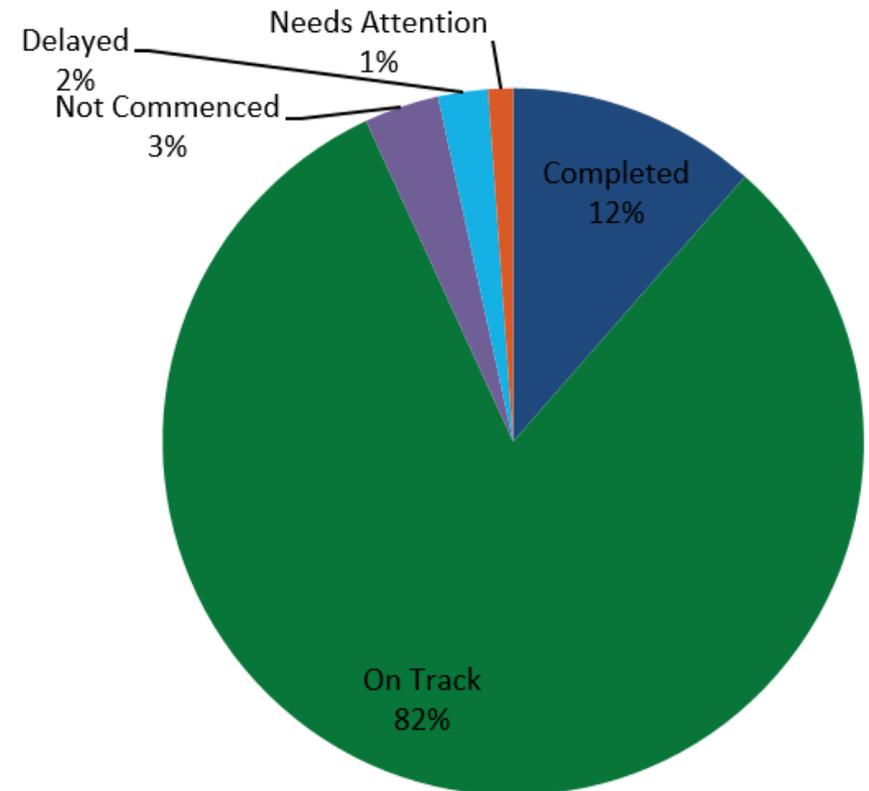
## Community Objective 5:

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

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

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

## We have community lead decision making which is open and inclusive



# Community Objective 5: Governance

We have community led decision making which is open and inclusive

## 5.1: Engage and involve community in decision making

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

Comment	Communications and engagements plans were developed and implemented to inform the Disability and Inclusion Action Plan and the Dogs in Public Spaces Strategy.
Highlight	DIAP community engagement

#### 2021/22 Operational Plan Activities

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

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.1.2	Evaluate the 2 year trial of the "Byron Model" for deliberative democracy and incorporate findings into Council's engagement practices	Model implemented; inclusive stakeholder engagement strategies incorporated; program evaluation report provided to the Executive Team and Council	<p>The implementation of recommendations from the Byron Model has reached the end of the trial period. An end of trial review was undertaken and included an internal staff survey and a survey of Citizen Lottery registrants. The outcomes of the review were reported to the Executive Team in December 2021. Based on the feedback received, there were several elements of the Byron Model that worked well, both with the deliberative process and the initiatives implemented.</p> <p>The findings identified that there is merit in continuing with the following initiatives post the Byron Model trial:</p> <ul style="list-style-type: none"> <li>- Citizen Lottery</li> <li>- Petition Guidelines</li> <li>- Accessibility initiatives</li> <li>- Local Supplier initiatives</li> <li>- Continued improvements in the way we measure and report on organisational performance</li> <li>- Continued improvements in Project Management (reporting, evaluation etc.)</li> <li>- The Engagement Proforma if reviewed and as a guideline only to support the IAP2 process</li> </ul>	Completed	
5.1.1.3	Hold quarterly Community Roundtable meetings	Community Roundtable meetings held four times a year.	Final Community Roundtable was held on 17 November 2021.	On Track	
5.1.1.4	Conduct 2022 Community Survey	Data published	Procurement to commence in new year.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.1.5	Design and implement annual youth leadership program	1 leadership program delivered.	Council resolved (21-344) to undertake targeted engagement to determine the preferred model that can give young people an effective voice in raising issues of concern to young people. This survey and promotional material has been prepared and rolled out in December 2021. A report will be presented to the new Council regarding the outcomes and the proposed forum for future youth engagement to commence in 2022.	On Track	
5.1.1.6	Review Community Participation Plan	Community Participation Plan updated and adopted	Further meeting to be held in early 2022 on interaction with Community Engagement Strategy	On Track	

## 5.1.2: Enhance staff capacity in community engagement

Comment	The Comms team is working with staff to provide them with information and support to undertake community engagement and plans are being made for advanced and basic training in IAP2.
Highlight	Working with staff to gather information from youth in the Byron Shire.
Exceptions	

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.2.1	Minimum of six staff to complete IAP2 Essentials/Design courses or courses designed to increase awareness of community engagement.	Minimum of six staff completed IAP2 Engagement Essentials	This has not been actioned yet.	Not Commenced	
5.1.2.2	Implement inclusive Community Engagement Policy	Evidence of staff to be implementing communication and engagement plans for major projects and for other issues of interest and importance to the community.	Communication and engagement plans are in place for NYE Byron Bay, Little Blue Dinosaur, Myocum Road, Stuart Street, Tennyson Street.	On Track	
5.1.2.3	Upgrade and review Engagement Toolkit as required	Staff to be referring to engagement toolkit when planning for and implementing projects that have a communication and engagement component.	Toolkit is upgraded as necessary.	On Track	

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

Comment	Your Say Byron Shire, Council's digital engagement platform, was used to promote and gather information for various projects in the the DIAP, Youth Survey and Dogs in Public Spaces strategy.
Highlight	Dogs in Public Spaces Strategy

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.3.1	Make available Council's Ordinary Meeting business papers; enable business papers to be accessed by persons using assistive technology	>95% of business papers published on website at least 7 days prior to meeting; % business papers accessible to screen readers and text readers; work towards and progress through the requirements of WCAG 2.1	Meeting Business Papers were prepared and published on Council's website in accordance with Code of Meeting Practice. All business papers are able to be read online, with assistive technology support provided through ReadSpeaker on Council's website. Hardcopy documents are provided in Council's foyer for public access.	On Track	
5.1.3.2	Facilitate and promote online opportunities for community access and make community access opportunities available to people using assistive technology	Four projects to be promoted and linked via website and yoursaybyronshire.com.au	Projects on Your Say Byron Shire include Youth Survey, Dogs in Public Spaces, Federal Village Plan.	On Track	
5.1.3.3	Continued monitoring and improvement of the Byron Shire Council website to ensure content complies with DDA and WCAG Level AA standards	Implementation of Accessible Documents Plan including capacity building programs for staff	Quality assurance score at 95%. Accessibility compliance at 72.5%. 350 items published to the website, all reviewed for compliance with WCAG Level AA standards.	On Track	
5.1.3.4	Continual use of online and social media engagement tools.	Increase in social media followers	9,517 followers on FB.	On Track	

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

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

Comment	At the end of December Council has written more than 150 media releases and we had grown to some 9,600 followers on FB.
Highlight	Continued interest in Council's social media pages.

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.1.1	Review Operational Plan annually	New Operational Plan prepared; DIAP strategies incorporated into new Operational Plan	Amendments to the 2021/22 Operational Plan were endorsed by Council at the 25 November Ordinary Meeting. The development of the new Operational Plan will commence in the new year, in accordance with Integrated Planning and Reporting requirements.	On Track	
5.2.1.2	Undertake a community engagement program to review and develop Council's Integrated Planning and Reporting framework documents	Review and ratification of the Community Strategic Plan and resourcing strategy; development of the Delivery program for the new term of Council (2022-2025); development of the associated Operational Plan and budget	A draft community engagement strategy has been prepared with community engagement activities commencing on 2 August 2021 (being Local Government Week). The online <a href="https://yoursaybyronshire.com.au/ourbyron">yoursaybyronshire.com.au/ourbyron</a> is live and included a community survey and the 'Our Byron Shire is...' creative writing activity. The survey was open from 2 August to 3 September and received 118 responses. Two community workshops were held on 15 and 20 November. The outcomes from this engagement will be presented to Council at their February Meeting along with recommendations for further engagement on the Delivery Program.	On Track	
5.2.1.3	Prepare and submit End of Term Report and Annual Report	Annual Report and associated documentation submitted to OLG; Annual Report on DIAP provided to ACWG	The 2020/2021 Annual Report was presented to the 28 October Ordinary Meeting of Council and the End of Term Report was presented to the last meeting of Council on 25 November Ordinary Meeting. The OLG were advised in writing on 26 November 2021.	Completed	

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.1.4	Publish GIPA open access information online	Open access published as per the Act.	Council continues to regularly publish open access information to the website. Most Development applications post 1/7/2010 and associated documents that are open access are being published as soon as possible.	On Track	
5.2.1.5	Continued implementation of Accessible Documents Plan and capacity building activities to enhance accessibility	<p>Ensure 90% of key Council templates are accessible or have an accessible alternative available.</p> <p>Complete audit of existing documents and distribute to staff for actioning.</p> <p>Identify and create accessible versions or alternatives for key Council documents.</p>	Advice and feedback provided for new accessible document templates and new styleguide.	On Track	
5.2.1.6	Review and update Council business templates for consistency and accessibility	Review of core business templates completed and identified schedule for revising all templates determined; Accessible templates completed for highest priority templates.	Advice and feedback provided for new accessible document templates and new styleguide.	On Track	
5.2.1.7	Maintain and update accessibility maps online that identify public space and facilities that provide information about accessibility	6 monthly reviews	Information on accessibility at Council public amenities is online and being kept updated.	On Track	

## 5.2.2: Incorporate wellbeing framework within organisation to inform decision making

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.2.1	Embed an outcomes measurement system into the Integrated Planning and Reporting framework	Framework incorporated into integrated planning and reporting	<p>Council has partnered with the University of New South Wales (UNSW) Centre for Social Impact to develop a localised Social Progress Index. Designed to complement economic measures, the Index uses societal and environmental outcome indicators across three dimensions: Basic Human Needs, Foundations of Wellbeing and Opportunity.</p> <p>Workshops have been conducted as part of the Community Strategic Plan Refresh with community and staff.</p> <p>UNSW have completed a thematic analysis and will begin drafting a framework with relevant indicators in January 2022.</p>	On Track	
5.2.2.2	Deliver annual Community Donations Program	8 community initiatives supported	All 9 CI grant recipients were contacted and provided with a link to the new Online Acquittal Form. Eureka Hall have already successfully completed their project and provided a final acquittal report.	On Track	

### 5.2.3: Provide access to publicly available corporate registers

Comment	Corporate registers are reviewed and updated regularly, including Councillors and designated staff Disclosures of Interest, and are accessible to the public online or in person by request. A significant review of Council's policies is underway, with all adopted policies published on Council's website.
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#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.3.1	Maintain, publish and report on relevant registers including delegations, Councillors and designated staff disclosures of interests, Councillor and staff gifts and benefits, and staff secondary employment.	100% of disclosures by Councillors and staff captured and reported as required	Registers for secondary employment, disclosures of interest, gifts and benefits are up to date. Reminder to acknowledge outstanding delegations sent to relevant staff by email on 13/12/2021. Reminders published to staff intranet regarding gifts and benefits declarations and secondary employment applications.	On Track	
5.2.3.2	Review, update and publish Council policies online and report on the status of Council's policy register	100% of policies adopted by Council are available online within 7 days of adoption; online information to meet WCAG 2.1 AA requirements; annual status reported to ARIC	Advice has been received from most relevant managers on the status of their outstanding policies and a date provided for completion by 30 June 2021. Policies published to Council's website are up to date.	On Track	

## 5.2.4: Support Councillors to carry out their civic duties

**Comment** Councillors are supported in carrying out their civic duties through professional development programs, the provision of facilities, payment of expenses, Council meeting secretariat support, briefing sessions and strategic planning workshops, and processing Councillor requests in a timely manner. The new term of Council will commence with the formal induction process and first Council Meeting in January 2022.

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.4.1	Deliver the Councillor Onboarding Program following the 2021 Local Government Election	Program developed and delivered	The Councillor onboarding program has been developed and will commence in January 2022, with induction days scheduled for 17-19 January.	On Track	
5.2.4.2	Implement Councillor learning and development and capability framework	Training program delivered based on Councillors' identified needs	Councillor learning and development will commence following the Councillor onboarding program and identification of needs of the newly elected body.	Not Commenced	
5.2.4.3	Deliver Council meeting secretariat - including agenda preparation, minutes and council resolutions monitoring	Agendas posted on website 7 days prior to meeting and Minutes posted within 48 hours of meeting	Council Meeting Agendas are published on Council's website 7 days before the meeting, and Meeting Minutes are posted to Council's website within 2 working days. The Quarterly Resolutions Report for October - December 2021 will be presented to Council at the February Ordinary Meeting.	On Track	
5.2.4.4	Provide support to Councillors - including councillor requests, briefing sessions, provision of facilities and payment of expenses, and record keeping	Monthly strategic planning workshops, 100% of complete claims are reimbursed within the month in which they are received	Continuing to provide support to Councillors as required, including provision of facilities and payment of expenses.	On Track	
5.2.4.5	Implement and manage Code of Conduct training programs for Councillors, staff, and committee members	Training program delivered	Cr training being delivered on 18 January 2022. Staff training ongoing	On Track	
5.2.4.6	Implement and manage training in respect of Council's Code of Meeting Practice	Training program delivered	Cr training scheduled for 17 January 2022.	On Track	

## 5.2.5: Enhance access and availability of information to the community

### Comment

The Comms team used media releases, E News, social media, the website and advertising in the Echo and BayFM to ensure the community had access to relevant and timely matters including surveys (DIAP, Youth), weather, COVID-19 and changes to Council services.

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
5.2.5.1	Exhibit Development Applications as required by the Community Participation Plan	DA exhibition meets CPP timeframes	<p>During December there were:</p> <ul style="list-style-type: none"> <li>- 39 Development applications were exhibited in accordance with the Community Participation Plan. Note: The EP&amp;A Act excludes the period between 20 December and 10 January.</li> <li>- 68 Submissions were received in relation to development applications.</li> </ul> <p>Between July and December there were:</p> <ul style="list-style-type: none"> <li>- 320 Development applications were exhibited in accordance with the Community Participation Plan.</li> <li>- 647 Submissions were received in relation to development applications.</li> </ul>	On Track

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

### Comment

We continued to write and distribute media releases about matters of interest and importance in the Byron Shire and used social media to ensure the community had the most-up-to-date information on issues such as COVID-19.

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.6.1	Support and guide staff in the preparation and implementation of communication and engagement plans for projects and initiatives.	Evidence of communication and engagement plans for relevant projects.	Comms staff are working with staff on Tennyson St, Grays Lane, Rifle Range Road upgrade, NYE Byron Bay.	On Track	
5.2.6.2	Manage media and social media enquiries about Council activities.	95% of enquiries responded to within deadline.	Ongoing	On Track	
5.2.6.3	Keep community and Crown Reserve user groups updated with Crown Lands Transition progress information	All actions required of Council complete	Consultation is continuing. Reserves where user groups were engaged this month included Mullumbimby Golf Course and Brunswick Recreation Grounds.	On Track	
5.2.6.4	Produce a regular community newsletter 'Something to Talk about'	Something to Talk About published by end of each calendar year.	The rates notice was rebranded as Something To Talk About and was distributed in July 2021.	Completed	

## 5.3: Deliver a high level of customer service

### 5.3.1: Enhance external and internal customer service effectiveness

Comment	Council continues to improve its internal and external customer service effectiveness through a number of initiatives identified in the Customer Service Strategy and Action Plan which is in its final year of implementation. Training to support staff in the delivery of high levels of service to the community has been scheduled to occur in Quarter 3, and online reporting of customer requests is actively managed with a project underway to deliver improvements in this area.
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#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.3.1.1	Maintain online reporting to community on service guarantees	Performance reports updated quarterly	Next update due in new year.	On Track	
5.3.1.2	Deliver great service to our customers and provide consistent, accurate and timely information	Improvement in Community Satisfaction Survey results	This activity relates to operational tasks and daily duties for the frontline Customer Service team and is underpinned by the team's comprehensive Work Plan and Service Standards.	On Track	
5.3.1.3	Investigate and scope methodology for resolving mapping inconsistencies between property and zone boundaries (Action No.26 from Rural Land Use Strategy)	Report project scope	To be commenced in early 2022, pending completion of other project priorities.	Not Commenced	
5.3.1.4	Prepare submission/s on draft changes to State government planning policy or legislative reforms	Submission/s prepared where required.	Ongoing. Submission made to DPIE (21/12/2021) showing Council's mapping translation of 'existing' to 'new' employment zones, including proposed variations.	On Track	

### 5.3.2: Further develop a proactive customer service culture

Comment	Improvements to our customer service culture are being achieved through capacity building, improved data and reporting capability, and staff training.
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#### 2021/22 Operational Plan Activities

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

## 5.4: Manage Council's assets and allocate resources in a fair and holistic manner

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

**Comment** Council undertook a review of fleet management operations and is progressively implementing improvements on an ongoing basis annually including fleet vehicle selection, utilisation and a new pool car booking system

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.1.1	Annual review of suitability and utilisation of light and heavy fleet	Review complete and reported to Manager Works	Discussion with staff ongoing and investigations and assessment commenced around suitability of current and future plant and equipment. Review completion and report to Manager by Feb 2022	On Track	▶
5.4.1.2	Manage Council's fleet in accordance with approved program	Fleet items managed and replacement as per approved program	Discussion with staff ongoing for replacement of equipment as required. Council has been advised by developer that the upgraded version of Fleet Management software "Ausfleet" is still delayed due to IT issues with product development and Staff.	On Track	▶

## 5.4.2: Improve further Asset Management Systems capability (SP)

Comment	A state of the assets presentation has been prepared for the new elected Council
Highlight	Council completed a number of infrastructure and asset management videos that have been posted to the web site and positively received by the community.

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.2.1	Update the Strategic Asset Management Plan in accordance with IP&R requirements	Complete the review of the SAMP	A State of the Assets presentation has been prepared for the incoming Council	On Track	
5.4.2.2	Develop system driven Urban and Rural Drainage Maintenance Program	Maintenance program operational within Reflect software system	The Drainage Maintenance Program is now operational within software system Reflect. Presentation with Infrastructure Services management to be held in November.	Completed	
5.4.2.3	Review and update 10 year flood and drainage program	Plans and programs reviewed and ready for development of 2022/23 budget process	Review is well underway and nearing completion in line with usual budget planning processes. Further reporting is planned in early 2022 to the new Council that will detail budget and asset condition data deficiency that impact staff ability to develop a well rounded long term program.	On Track	
5.4.2.4	Review and update 10 year footpath, shared path and cycleway program	Plans and programs reviewed and ready for development of 2022/23 budget process	Review is well underway and nearing completion in line with usual budget planning processes. Infrastructure Planning have been working with the Place Planning team to ensure new paths in the program reflect place planning desired direction.	On Track	
5.4.2.5	Review and update 10 year road and bridge program	Plans and programs reviewed and ready for development of 2022/23 budget process	Review is well underway and nearing completion in line with usual budget planning processes. The first 4 years are complete.	On Track	

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

Comment	Reporting on infrastructure expenditure and State Govt measures has been provided through the completion of Council's annual financial statements (audited) and provision of various reports to Council and Finance Advisory Committee concerning budgets and actual performance over the term of the Delivery Program
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#### 2021/22 Operational Plan Activities

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

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

### 2021/22 Operational Plan Activities

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

### 5.4.5: Progress implementation of inclusive and integrated resourcing strategy

Comment	Whilst ultimately a decision for Council, the allocation of resources has been managed over the term of the Delivery Program through adoption of original budgets, quarterly budget reviews including an end of year quarterly review not statutorily required and consideration of specific Council reports on financial matters where required. These measure have enabled the process for Council to allocate available resources to its determined activities and actions
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#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.5.1	Develop a 5 year workforce plan	Plan developed identifying key actions and initiatives to be undertaken during the period 2022-2027 to address key workforce challenges	Training and preparation of draft plan is underway.	On Track	
5.4.5.2	Monitor, review and update Long Term Financial Plan	Long Term Financial Plan 2020-2030 adopted and subsequently updated quarterly	Base case scenario model still not completed during December. General Fund Capital Works and Reserve Movements to be finalised for basis of model. To be completed prior to Councillor inductions.	Needs Attention	

## 5.5: Manage Council's finances sustainably

### 5.5.1: Enhance the financial capability and acumen of Council

**Comment** Over the term of the Delivery Program and Council there has been numerous reports to Council regarding financial matters, a number of briefings at Strategic Planning Workshops and Meetings of the Finance Advisory Committee quarterly that have assisted in the financial capability and acumen of the Council

#### 2021/22 Operational Plan Activities

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

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

Comment	Council has managed its financial situation over the term of the Delivery Program especially considering the impacts of COVID-19 over the last two financial years that have negatively impacted Council revenues and caused additional expenditure. Whilst Council's primary goal of \$1million in unrestricted cash has not been able to be maintained during 2020/2021, considering the impacts the current balance of \$0.517million is satisfactory. Pending further impacts for the 2021/2022 financial year, Council is projecting a budget surplus with the aim to restore the unrestricted cash balance towards \$0.75million.
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### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.2.1	Maintain and improve internal financial controls	Reconciliations undertaken monthly within 10 days of month end.	Internal Control outcomes reviewed monthly.	On Track	
5.5.2.2	Complete annual statutory financial reports	Unmodified audit report provided and adopted by Council.	Audit of 2020-2021 Financial Statements now completed. Financial Statements adopted by Council on 28 October 2021 and lodged with the Office of Local Government on 29 October 2021. Published Financial Statements have been advertised and uploaded to Council's website.	Completed	
5.5.2.3	Ensure Council revenue billing and payments are available in an accessible format	Increase uptake of electronic billing option by ratepayers from 2019/20 to 2020/2021; online billing and payment information is compatible with WCAG 2.1 AA requirements	Latest indication is that thirty one percent of all rate notices/water accounts are now distributed through e-notices and BPay view. Ongoing promotion continuing.	On Track	
5.5.2.4	Debt recovery is maintained within Office of Local Government benchmark	Benchmark is maintained below 10% for Office of Local Government benchmark by 5% for Council benchmark	Outstanding rates and annual charges percentage at 30 June 2021 finalised at 8.3% still below industry benchmark. Further monitoring during the financial year undertaken monthly given Council has again suspended debt recovery and the interest rate on outstanding rates and charges has been set at 0% until 28 February 2022.	On Track	
5.5.2.5	Manage treasury functions of Council to maintain cash flow and maximise return on invested funds	Compliance with investment policy, T Corp directives and interest on investment revenue budget achieved	Cash flow being monitored and investment opportunities pursued when able. Historical low interest rates will impact returns and interest revenue budgets for 2021-2022 have been reduced.	On Track	

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

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

Comment	Council's Procurement Framework is supported by a robust Annual Procurement Plan which identifies priority areas for improved efficiency and effectiveness. Regular expenditure reporting is provided to Directors and Managers on a quarterly basis, joint initiatives are sought where feasible to reduce costs to Council and, local supplier capacity building is continuing through the use of an online procurement tool that identifies local suppliers, updated information on Council's website and the addition of local supplier criteria to the Tender Evaluation Assessment template.
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#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.3.1	Develop and implement forward procurement plan to ensure compliance with Local Government Act	90% of Contracts compliant with Local Government Act tendering requirements and actions listed in the annual procurement plan implemented.	Implementation of the Annual Procurement Plan is continuing with a number of key initiatives implemented or in progress. Work is continuing to review the Authority Contract Register to ensure it is current, Contract Request online forms and Contract Award online forms have been implemented to streamline this process and a guide has been created to assist Executive Assistants to perform the initial due diligence when creating a contract number. Council's internal Procurement Guidelines have been updated to reflect recent internal audit recommendations, improve accessibility and add information about procuring from a panel. The GIPA register has been updated and information is now easier to find on the open forms by downloading the report on the Contract Award form.	On Track	
5.5.3.2	Develop and implement internal awareness and training program to upskill staff in procurement	A minimum of one education initiative delivered to staff	Corruption prevention training has been organised with ICAC , the first session organized for the 7 December was cancelled due to a clash with other internal training and a second session is scheduled for 28 of February 2022. Internal induction training in procurement commenced 30 August 2021, delivered face to face /zoom to all new starters on a monthly basis. Q&A sessions were offered to IS managers for the diverse teams - topics to cover being the contract register and open forms. Additional procurement training is being explored for 2021/22 to cover key areas such as tenders and contract management in conjunction with the NRJO councils (led by Kyogle Council).	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.3.3	Implement Contract Management Framework	Develop and implement Contract Management Framework in accordance with the approved roadmap	Draft contract management policy complete and awaiting report to ET (to be accompanied with draft procedure or guidelines). Functional specification document drafted for contract management software, and circulated to IT staff for technical input. Ballina and Tweed Councils approached for demonstration of their software (Nimblex and Contracts 9).	On Track	
5.5.3.4	Assist in building the NRJO Council's regional procurement capacity and implement NRJO actions where applicable	Participate in regional joint procurement initiatives as the opportunity arises	Council has determined to release a Tender with Ballina for the water meter readers, expected to be released in late December and closing in February 2022. The NRJO has been exploring the idea of sharing panels with other Councils currently using VendorPanel and Council's legal team has been invited to consider whether this is legally possible and what, if any, implications we need to consider in doing so. To date, the decision has been not to proceed and not to add piggy back clause in to Byron Shire contracts. Byron shire also invited EOIs from other councils to join us in the probity training that will happen at some point next year, and Lismore and Richmond valley were interested in exploring further.	On Track	
5.5.3.5	Improve Council's sustainable procurement performance	Implement a minimum of one recommendation from the 2020 Sustainable Choice Procurement Survey report	Byron Shire has set a goal of net zero emissions by 2025. A significant contributor to Council's carbon footprint is the scope 2 emissions associated with energy usage. Council has been in a carbon neutral agreement for its portfolio since 2019, and as a mid size council, has been reviewing options for securing renewable power from a nominated source for some time. After a long review of options for procuring renewable power, Byron Shire elected Energy Action to source a Renewable Energy Supply Agreement via their Green Tender process in September 2021. The new electricity which started on the 1 January 2022 is a full green option improving Council carbon emissions and contributing towards a Council goals Zero emissions. It is recommended that the The Sustainable Choice Survey recommendations are incorporated into the monthly meeting with IS Managers to decide on the actions that are practical and appropriate for Council to implement.	On Track	



## 5.6: Manage Council's resources sustainably

### 5.6.1: Enhance leadership effectiveness and capacity

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.1.1	Continue regular coaching and 360 degree feedback based on LSI for Executive Team, Managers and identified top talent	80% of leadership team participates in regular coaching and new managers undertake LSI within 9 months of appointment.	Coaching of managers delayed due to lack of accredited staff in P&C team. May need to look at external coaching options in the new year.	Delayed	
5.6.1.2	Facilitate cross-directorate working group on homelessness to strengthen internal collaboration, knowledge exchange, advocacy, and planning	5 internal working group meetings facilitated	Work this quarter centred on the development of a cross-directorate FAQ resource, for both internal and external use. The external FAQ is being shortened to very concise answers. All wording will be sent to Directors for approval before publication on the website.	On Track	

## 5.6.2: Ensure support for employees physical and mental health

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.2.1	Examine physical risk factors for an ageing outdoor workforce and develop a prevention program to reduce sprains and strains (our highest proportion of workplace injuries).	Prevention program developed with actions identified for implementation in early 2022/23 financial year	Face to face training to be rolled out in the new year - delayed due to COVID	On Track	
5.6.2.2	Deliver a health and wellbeing expo for staff	Expo delivered with 70% of staff attending	Expo planned for March next year - delayed due to COVID	Delayed	

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

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.3.1	Partner with managers in developing and implementing action plans following results from the Human Synergistics Organisational Culture Inventory (OCI) and Organisational Effectiveness Inventory (OEI) culture surveys.	Initiatives focused on culture improvement identified in Branch action plans and Managers feel capable and supported in implementing. P&C to develop initiative for whole of organisation culture improvement and ensure it is linked to values.	Most debriefs have been completed. The remaining few were delayed until the new year due to COVID and the inability to get the team together face to face. Action plans date to be set in the new year.	On Track	

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

Comment	<p>Cyber security improvements are ongoing: Council is working towards compliance with the Federal Government's Essential 8" framework. Current activities include implementation of application whitelisting function, restricting admin privileges.</p> <p>Improvements to the IT disaster recovery capability have been delayed due to higher priority cyber security work. Current activities include; adding a power generator for the main recovery site (depot), a new data backup function to cloud storage. Previously all backups were retained on Council premises.</p>
Highlight	<p>Cyber security improvements are ongoing: Current activities include implementation of application whitelisting function, restricting admin privileges.</p> <p>Improvements are underway for improvements to the IT disaster recovery facility.</p>

#### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.4.1	Prioritised security tasks based on Federal Govt Essential 8 compliance; - Implementation of Application Whitelisting	Compliance to Federal Govt Essential 8 recommendations	Council is working towards the Federal Government's "Essential 8" cyber security guidelines. Application Whitelisting is the most effective mitigation strategy against unauthorised access. An application whitelisting solution is now operating in "learning mode" in Council's corporate environment. It is planned to deploy to "blocking mode" in July 2022.	On Track	
5.6.4.2	Develop and implement internal systems and staff training programs to ensure compliance with Native Title Act requirements.	null	Councillor induction training material finalised with DPIE-CL for roll out post election. With Executive and Councillor training complete, work will commence in new year on internal systems and staff resources.	On Track	

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

Comment	All public requests for Council information were delivered within legislative guidelines for the current reporting period. This is an ongoing activity.
Highlight	All public requests for information were delivered within legislative guidelines for the current reporting period. This is an ongoing activity.

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.5.1	Coordinate and publish the Disclosure Log of Formal GIPA Access to Information requests to Council's website	GIPA disclosure logs published online	Disclose log is updated on a monthly basis as required.	On Track	▶
5.6.5.2	Process Formal GIPA Access to Information Requests in accordance with legislative timeframes; review all Formal GIPA Access to information procedure to ensure legislative compliance	Processed within statutory timeframes.	Applications are being or have been processed with the required timeframes	On Track	▶
5.6.5.3	Monitor all inwards electronic email received in Council's generic mailbox, store these in Council's Electronic Document Records Management System (EDRMS); scan and process to EDRMS all Council's hardcopy inwards mail	Inwards mail and council inbox stored/scanned within 3 days	All inwards correspondence including hardcopy and emails are being processed and stored into Council's EDRMS within 1 working day of receipt.	On Track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.5.4	Recommend improvements to IT Steering Committee. Implement endorsed improvements.	Improvements implemented as per agreed project plans	<p>IT project activities generally progressing to plan. Projects delivered in the first half of the year include:</p> <ul style="list-style-type: none"> <li>- CCTV refresh for Byron Bay CBD</li> <li>- Planned upgrades of internal systems completed</li> <li>- Cyber Security improvements</li> <li>- A new electronic signature solution implemented</li> </ul> <p>The IT Steering Committee endorsed two new projects, to be implemented in the current financial year:</p> <ol style="list-style-type: none"> <li>1. Water and Utilities Asset Management application, (Assetic). This application will support improved proactive and reactive maintenance of the water and sewerage infrastructure.</li> <li>2. Corporate risk register application (Pulse). This is an expansion on the Pulse suite of applications already in use at Council. The Risk module will support improved integration with the corporate reporting &amp; project management modules.</li> </ol>	On Track	
5.6.5.5	Implement eForms platform for all directorates	Council wide e-forms platform implemented	An electronic forms solution is now in place for the organisation.	Completed	

## 5.6.7: Develop and embed a proactive risk management culture

Comment	Proactive risk management continues to be a priority for Council, and due to the COVID-19 Pandemic the current focus has been on Council's Business Continuity Plan. Work is continuing to embed Council's Risk Management Framework supported by initiatives which include the implementation of the Annual Internal Audit Plan, staff training a ongoing review of systems and processes . The new term of Council will provide an opportunity to review Council's Risk Appetite Statement, and refine Council's Operational and Strategic Risk Registers, which is expected to occur before June 2022.
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### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.7.1	Evaluate and improve risk management framework	Review Risk Management Strategy and Policy; Develop risk appetite and risk tolerance statements; Regular risk management reporting to the Executive Team and ARIC	The review of Council's approach to risk management continues, including reviewing the risk appetite and risk registers in light of the new Council commencing. Further work has occurred to progress transition to a new system to internally track Council's strategic, operational, and project risks.	On Track	
5.6.7.2	Implement training and development program to improve the risk management culture in the organisation	Delivery of one training or development initiative and implementation of induction training for all staff	Three staff induction sessions on Risk, Business Continuity and Procurement have now occurred and are scheduled to occur quarterly in 2022. Planning is underway for staff refresher training on risk in mid-2022 to complement the implementation of the Pulse Enterprise Risk Module.	On Track	
5.6.7.3	Review and test Business Continuity Plan in accordance with the Business Continuity Management Manual	Business Continuity Plan reviewed and one desktop exercise conducted	The Business Continuity Plan continues to be refined in response to events. It is currently under review in order to incorporate operational changes and updates to staff contact details. It is expected the revised Business Continuity Plan will be endorsed by the Executive Team during Quarter 3 2021-22.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.7.4	Coordinate the Audit Risk and Improvement program	Ongoing coordination of the Audit, Risk and Improvement Committee throughout the year; internal audit reviews undertaken in accordance with the Internal Audit Plan; support implementation of audit recommendations	First internal audit on Pay Parking has been completed in December 2021 and will be reported to the first Audit, Risk and Improvement Committee meeting in 2022. Planning for the second internal audit to commence in January 2022 has begun. Preparation has commenced for the appointment of the new Audit, Risk and Improvement Committee following the declaration of results of the Council elections.	On Track	

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

Comment	Council's insurance portfolio continues to be managed effectively and efficiently, and regular reviews of claims data inform decisions and assist with identifying opportunities for improvement, which are implemented as they arise. Cost savings have been achieved through ongoing internal claims management where possible.
Highlight	Statewide Mutual Continuous Improvement Plan self assessment results show above average ranking in Claims Management when benchmarked with other NSW Councils.

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.8.1	Assess and provide advice on internal and external insurance claims or concerns	Increase in claims managed in house by Council; insurance matters are managed in a timely, efficient and effective manner	Ongoing. Under excess claims are being managed in-house, unless of a sensitive nature, resulting in significant savings to Council. Insurance Officer has prepared a draft claim Incident Reporting and Claim Management procedures manual, identifying opportunities for improvement and efficiencies with the final draft version to be approved shortly. Claims Management Policy to be drafted and approved by end March 2022.	On Track	
5.6.8.2	Manage insurance claims and provide data to inform strategic decision-making	Data and information from insurance performance report is provided to the Executive Team to inform decision making	The November Monthly Insurance report was provided to the Executive Team (Insurance claims) on 8 December 2021. The Asset Schedule for Insurance purposes will be updated and submitted to Insurer by end January 2022.	On Track	
5.6.8.3	Coordinate participation in the Statewide Mutual Continuous Improvement Pathway (CIP) Program.	Submission of completed CIP workbooks to Statewide Mutual	CIP Workbooks for Stormwater, Claims Management, Tree Management were submitted to JLT on 29 October 2021.	Completed	

## 5.6.9: Develop and implement organisational innovation and creativity

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.9.1	Identify evidence based opportunities to enable creativity and innovation in local government	Collective impact initiative undertaken, evaluated and showcased.	Participation at Australian Alliance to End Homelessness Action Lab. Meeting held with interested philanthropic stakeholders to discuss opportunities in local initiative.	On Track	

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

<b>Comment</b>	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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### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.10.1	Complete 2021 LG Performance Excellence Program	Data submitted and report obtained	Report received 16/12/2021 and will be reported to Executive Team in new year.	On Track	▶
5.6.10.2	Maintain the register and provide status reports on corporate legislative compliance reporting and monitor for currency and non-compliance issues.	Compliance register reviewed and updated to reflect legislation changes; status reviewed and non compliance issues reported to the Executive Team, ARIC and Managers as required	No further activity to report. Status will be reviewed in early January for any items to be completed by 30 December.	On Track	▶
5.6.10.3	Provide relevant statistics/business intelligence data to the Executive Team to inform strategic decision-making	Regular reports provided to Managers and Executive Team including grants, risk & insurance, procurement expenditure and customer activity data	Regular monthly and quarterly reports are provided to Managers and the Executive Team to identify trends and inform decision making. This includes grants, risk and audit reviews, insurance, procurement expenditure, compliance, secondary employment and customer activity data. The last report was provided to the Executive Team on 8 December 2021.	On Track	▶

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

### Comment

Some highlights in December quarter include: Participating in DPIE-Crown Lands Executive and Operational Working Groups to collaborate and advocate on cross-agency matters.

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.11.1	Participate in Northern Rivers Joint Organisation (NRJO) forums	Participate in regular NRJO meetings	NRJO GMAC meeting held Friday 10 December 2021. General Manager unable to attend.	On Track	

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

### Comment

Council's grants management systems and robust governance processes have resulted in significant applications being successful, enabling the delivery of several projects for the Byron Shire, which may otherwise not have been achievable. Highlights so far this year have included successful applications from a number of funding schemes including School Infrastructure Projects, Summer Night Fund and, Fixing Local Roads. Council is currently awaiting the outcome of several applications submitted in the past year.

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
5.6.12.1	Coordinate competitive grant applications with Council's business units to meet Federal and State government outcomes	60% of proposed grant applications submitted	One grant application was submitted in December under the Habitat Action Grant, for Marshals Creek foreshore recovery, and a total of 10 applications for the quarter ending December 2021. Preparing Australia Communities Fund application currently being prepared for Byron Drainage Strategy.	On Track 
5.6.12.2	Provide sound governance for grants management	Successful delivery of funding body requirements on grant funded projects	A number of milestone reports, contract variations and funding agreements were submitted in the quarter ending December 2021. Bushfire Disaster Recovery grant time extension variation submitted, monthly Progress Reports continue to be submitted to Transport for NSW and project nominations submitted for Local Roads and Community Infrastructure Phase 3 in December 2021.	On Track 

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

### 2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.13.1	Provide in-house legal advice to the organisation to inform decision making and minimise organisational risk	Deliver monthly legal services status reports	Legal officer advice in December: DIS - 30; GM - 12; DCCS - 6; DSEE - 3.	On Track	
5.6.13.2	Represent Council's legal interests	Manage litigation to best advance Council's interest	No Local Court hearings in December.	On Track	
5.6.13.3	Manage code of conduct matters	100% of matters dealt with and statutory reporting deadlines met	No new matters.	On Track	