

Byron Shire Council

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

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 2021/22 Operational Plan, noting the:

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

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

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

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

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

Community Objective 1:

We have infrastructure, transport and services which meet our expectations

Community Objective 2:

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

Community Objective 3:

We protect and enhance our natural environment

Community Objective 4:

We manage growth and change responsibly

Community Objective 5:

We have community led decision making which is open and inclusive

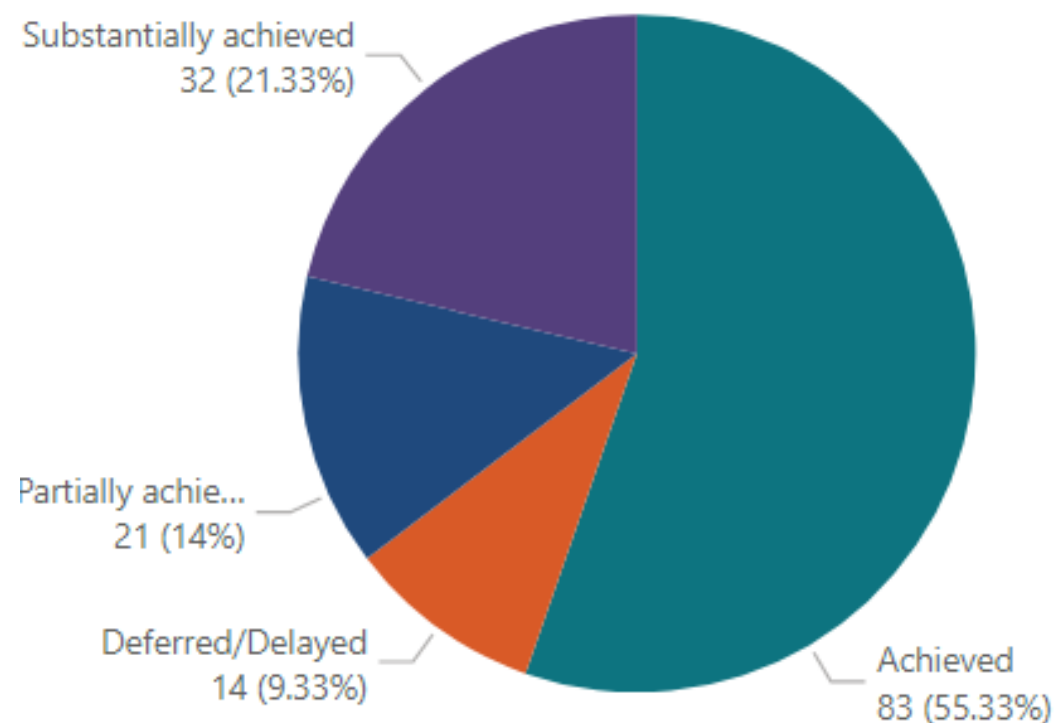
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Community Objective 1: We have infrastructure, transport, and services which meet our expectations

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



Community Objective 1: Infrastructure








We have infrastructure, transport and services which meet our expectations

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

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

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 and other funding sources. 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 evidences from positive community feedback. The Natural Disaster event has added another element to consider in the overall delivery of services requiring a focus by the teams on emergency and recovery works.</p>
Highlight	<p>Positive feedback from community on drainage maintenance works being carried out by new stormwater maintenance team.</p> <p>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>
Exceptions	<p>Initial positive feedback on stormwater maintenance works has been tempered by Natural Disaster feedback from impacted communities looking for answers.</p>

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.1.1.1	Implement annual rural drainage planned maintenance works	Completion of works / budget expended	Approximately 40% of the annual budget was expended prior to the natural disaster event. Since then where possible these works have continued to be delivered under Natural Disaster funding arrangements with the balance of the budget earmarked for carryover to fund works that may not be able to be funded under natural disaster arrangements.	Substantially achieved	
1.1.1.2	Deliver gravel resheeting program	Completion of program	Works completed and delivered to approved budgets - additional works delivered under natural disaster funding arrangements	Achieved	
1.1.1.3	Deliver Bridge Maintenance Works Program	Works complete on site	The difficulty in finding contractors available and willing to price minor works of this nature was been ongoing through 2021/22. It is proposed to carry funds over to 2022/23 and combine with the new budget to create a larger more attractive works package. Costs for the Orana Road bridge balustrade and deck joints replacement came in high so this project was postponed until next financial year. Belongil footbridge decking plank renewal will now be completed in 2022/23 due contractor availability.	Partially achieved	
1.1.1.4	Deliver Major Patching Program	Completion of program	Works completed and delivered to approved budgets - additional works delivered under natural disaster funding arrangements and other grant funded works.	Achieved	
1.1.1.5	Deliver Pavement Asphalt Overlay Program	Completion of program	Works completed and delivered to approved budgets - additional works delivered under natural disaster funding arrangements and other grant funded works.	Achieved	
1.1.1.6	Deliver Reseal Program	Completion of program	Works completed and delivered to approved budgets - additional works delivered under natural disaster funding arrangements and other grant funded works.	Achieved	
1.1.1.7	Deliver Broken Head Reserve Road Traffic Control Works - Stage 1	Works Complete on site and road open to traffic	The Works Package was finalised is completed in the financial year, however, the continuing wet weather created significant delays to Council's construction works program, therefore, the on ground works did not commence. The weather situation has improved and Works Construction teams are catching up with existing works. The on ground works are now programmed to commence in August 2022.	Partially achieved	

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.
Exceptions	Program delivery impacted by Natural disaster event requiring a shift to reactive works






2021/22 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comment	Status	
1.1.2.1	Undertake urban roadside tree maintenance for dead, dying, and dangerous trees	Program within budget and identified dangerous trees treated	A continual cycle of maintenance is required on some particularly heavily forested rural roads and throughout urban areas where streetscape trees are maturing. Programmed works were completed through Ocean Shores, Suffolk Park, Bangalow and Mullumbimby townships. Programmed works were completed on Broken Head Road, Coolamon Scenic Drive McCauley's Road, Coorabell Road and Jones Road, Yelgun. A lot of demand for tree works followed the storms and flooding but crews were able to keep up with the demand and maintain road safety. A new protocol was introduced to complete inspection and required works to roadside trees within roads construction areas to allow efficiencies through use of traffic control already in place.	Achieved	✓



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.
Exceptions	Prioritisation required modification to accommodate reactive works from the Natural Disaster event.

2021/22 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comment	Status	
1.1.3.1	Deliver Road Side Barrier Renewal Program Shire Wide	Completion of program	Program complete for 2022. Barrier works locations included Tweed Valley Way, Brunswick Valley Way, Wilsons Creek Road, Coolamon Scenic Drive and Billinudgel	Achieved	
1.1.3.2	Deliver access ramp and footpath upgrade and renewal program shire wide	Access ramps and footpaths upgraded, as per program, in conjunction with planned capital projects to improve accessibility for community and consultation with Access Consultative Working Group	Proposed works program involved 140m of footpath and 3 access ramps to connect Assisted Living Accommodation to Waterlilly Park. It was programmed to commence works in June 2022 and the carry works into the 2022/23 budget period when the 2022/23 access ramp and footpath upgrade and renewal program budget will fund the budget gap. This happened, therefore, the works will need to reprogrammed into 2022/23.	Partially achieved	
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.	Achieved	
1.1.3.4	Deliver replacement of damaged footpaths Shire wide as per inspection report	Replacement of footpaths in accordance with inspection reports	26 footpath maintenance projects were completed and the footpath budget expended for 2022.	Achieved	
1.1.3.5	Deliver Retaining Wall renewal Program Shire Wide	Completion of program	Works undertaken included vegetation removal on high risk walls. Program delayed due to inclement weather and flood recovery works.	Partially achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.1.3.6	Deliver road reconstruction work on the Pocket Road Stage 2	Works complete on site and open to traffic	Survey and design has already commenced at the start of the financial year. The Project Approval Package was approved in January and the project was construction ready in February. Preliminary works were did commence in February with civil works anticipated to commence late February subject to weather and Council priorities. Unfortunately wet weather and the March floods delayed the civil works commencing. Preliminary works have now recommenced and civil construction will follow. These works are to be completed before the Main Arm Road Safety Project works commence.	Substantially achieved	
1.1.3.7	Deliver Myocum Road Safety and Upgrade Program	Works complete on site and road open to traffic	Possum Shoot / Kennedys Lane intersection section was completed before the March floods. The Safer Roads Program component was largely complete, however, was delayed due the March floods. The road also received varying levels of damage along its length during the floods. Construction team are progressing flood damage reconstruction works while finishing the Safer Roads Program component. Remaining works on the project are expected to be complete early in the new financial year.	Substantially achieved	
1.1.3.8	Deliver Fern Street Reconstruction	Draft Pedestrian, Traffic and Heavy vehicle Study complete	Output measure has been substantially achieved with all data collection well underway for Pedestrian, Traffic and Heavy vehicle Study, following delays due to floods impacting data collection being a fair representation of movements. Draft report to be received in August 2022. Reported to September Infrastructure Advisory committee meeting. Designs are largely complete, however, await the outcomes of the traffic study before being finalised. Programmed for completion early 2023. Works are now programmed for mid 2023.	Substantially achieved	





OP Code	Operational Plan Activity	Measure	Comment	Status	
1.1.3.9	Deliver Stuart Street Upgrade	Stage 1 and 2 Works Complete on site and road open to traffic	The Construction Works Package was complete in September 2021 and construction commenced in October with tree wells being constructed. Project was practically complete by end of December with line marking, timber bollards, groundcover and other minor finishes to be completed in early 2022. The March floods delayed all works being completed until towards the end of the financial year. The continued wet weather had significant impact on access to line marking contractors not being achieved until June. Project was complete by end of financial year on budget.	Achieved	
1.1.3.10	Deliver Carlyle Street Renewal	Works Complete on site and road open to traffic	Survey and design has been completed in the financial year. The project package is being finalised for approval. The design has received multi levels of review from staff, the community and the Byron Master Plan group. The project package will be signed off early in 2022/23 and project will be construction ready. Due to the recent floods the funding body are considering extensions of time for the completion of these works beyond August 2022. It is proposed to use this extension of time to create space for flood damage works, however, the works will commence at an opportune time in accordance with the new funding deadline.	Partially achieved	


OP Code	Operational Plan Activity	Measure	Comment	Status	
1.1.3.11	Deliver Main Arm Road Safety and Upgrade Program	Construction Works Package complete	Survey of the full length of road was completed early in the financial year. Design of sections 1 (Mullum. to Sherrys Bridge) and 3 (Upper Main Arm) has been completed and works package is ready for finalisation. Construction is programmed to start in early 2022/23, post completion of works on The Pocket Road. Consultation on going with property owners for the flood prone section of road which is to be raised (Section 2). This has been further complicated by a significant amount of scour in a side creek north west of Sherrys Bridge that occurred in the March floods. Local Land Services are involved in seeking a resolution, but this will need to be built into the design. It is further desired to seek betterment funding for this section to allow a higher flood immunity to be achieved by the project than is current possible with current funding.	Substantially achieved	
1.1.3.12	Deliver Bayshore Drive Renewal - Byron Arts and Industrial Estate	Construction Works Package complete	Survey was completed early in 2021/22. Design contract commenced later in the financial year. Commencement and site meeting has been held with the project team which includes the Place Planning Team. Consultant Planit are developing the designs in accordance with the Master Plan directions. Construction of full design will be beyond the project budget therefore it will be designed for construction in a staged format. Draft concept designs have been received and are currently under review.	Partially achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.1.3.13	Deliver South Beach Road Car Park Upgrade	Construction Works Package commenced	Survey and design as part of the construction works package commenced early in the financial year and output measure achieved. Detailed design is progressing. Approvals constraints map has been prepared and used to help develop the detail design. Works will be staged to fit available construction budget. Staff are reviewing construction timing because the funding body have offered a substantial funding extension. Currently proposed for construction in mid 2025. Detail design and consultation will be ongoing in 2022/23.	Achieved	✓
1.1.3.14	Deliver Englishes Bridge Renewal	Works Construction Package complete	The output measure was not met due the tender price being over the project budget and delays receiving additional funding from the funding body. Englishes Bridge was severely damaged in the March floods and therefore the funding source has changed to Natural Disaster funding. Work has been undertaken to repair the damaged timber bridge and restore access. Design for the new concrete bridge is progressing well and construction is expected to commence early in the new financial year.	Achieved	✓
1.1.3.15	Deliver Federation Bridge Debris Defeectors - Mullumbimby	Planning and Design contract awarded and commenced	Output measure has not been met due to grant funding approval for the design phase not being received until late February 2022, 6 months later than expected. Further action coming out the flood recovery has delayed staff obtaining prices and awarding a contract. Scope development has commenced and will sent for pricing as a priority in early 2022/23.	Deferred/Delayed	▶▶

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.1.3.16	Deliver Kolora Way Footpath and Bridge Upgrade	Planning and Design commenced	The planning and design phase has commenced with the planning and design now being funded. A project status update was presented to Council in February and further reporting to the April and June meeting to fund the commencement of the planning process. Quotes received to complete design and planning work exceed available budget and therefore delayed the commencement of planning and design. These funding issues were resolved by budget being reallocated from the Ewingsdale Shared path extension when this received a funding boost of \$100,000 from Transport for NSW.	Achieved	
1.1.3.17	Deliver Lawson Street Renewal	Construction Works Package complete	Survey was completed in the second half of the financial year and the design is progress well into the preliminary stage. The designs were presented to the 1 June Byron Masterplan Group meeting and received support and minor suggested improvements. Consultation with local businesses is now required. Environmental Planning approval documents are being prepared to bring the Construction Works Package to completion.	Substantially achieved	
1.1.3.18	Deliver Middle Pocket Road Upgrade - Section 1	Works Complete on site and road open to traffic	Middle Pocket Road improvements are complete. The project team to agreed to value add to the project scope using Election Commitment Grant funds in order to achieve better value for money and an expanded scope. This allowed the team to achieve and much greater scope and far improved outcome for the community.	Achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.1.3.19	Deliver Rifle Range Rd Intersection Upgrade	Works Complete on site and road open to traffic	The project was designed early in the financial year and was approved for tender in March when the TfNSW Works Authorisation Deed was finalised. A tender process was completed and ended on 4th May 2022, it was not successful in awarding a contract. The preferred tender is \$700,000 over budget not including contingency and project management costs. This is likely due to minimal competition in the civil construction market, due to substantial urgent and ongoing flood recovery work. A \$1 million funding variation has been submitted to TfNSW and staff are awaiting the outcome.	Partially achieved	<input type="checkbox"/>
1.1.3.20	Deliver Sherringtons Bridge Renewal	Construction Works Package complete	Project is being delivered as a design and construct project, therefore, completion of output measure hinged upon timely contract award. The tender documents were released to market in October. Tenders closed 4th November and tender evaluation completed in November. The Preferred tender which is also the lowest cost tender is over the project budget. Staff discussed this with TfNSW and they requested Council submit a variation requesting the balance of funding required to complete the project. Staff have chased a response a number of times but a still awaiting a response.	Achieved	<input checked="" type="checkbox"/>
1.1.3.21	Deliver Upper Main Arm Bridge Renewal	Works Construction Package complete	Project is being delivered as a design and construct project, therefore, completion of output measure hinged upon timely contract award. The tender documents were released to market in October. Tenders closed 4th November and tender evaluation completed in November. The Preferred tender which is also the lowest cost tender is over the project budget. Staff discussed this with TfNSW and they requested Council submit a variation requesting the balance of funding required to complete the project. Staff have chased a response a number of times but a still awaiting a response.	Achieved	<input checked="" type="checkbox"/>

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.1.3.22	Deliver Upper Main Arm No.2 Causeway Renewal	Works Construction Package Complete	Concept design preparation commenced in July 2021. The final waterway area and causeway deck height required numerous meetings to agree due to the flat nature of the land limiting opportunity to meet the preferred flood immunity for the structure. Property valuations for acquisitions have been completed and nearing completion. Area adjacent to Causeway No 2 was heavily affected by March flood event. This has delayed confirmation of geotechnical conditions. Once confirmed, construction estimate will be finalised and Project Approval Package complete. Works are programmed for early 2023 following finalisation of property acquisition. Staff to meet property owner in July to discuss final design and final land impacts.	Substantially achieved	
1.1.3.23	Deliver Fixing Local Roads - Ocean Shores Resurfacing project	All program works complete and roads open to public	24+ streets upgraded under fixing local roads program.	Achieved	
1.1.3.24	Tincogan Street Intersection Priorities	Draft Pedestrian, Traffic and Heavy vehicle Study complete	Output measure has been substantially achieved with all data collection well underway for Pedestrian, Traffic and Heavy vehicle Study, following delays due to floods impacting data collection being a fair representation of movements. Draft reported to be received in August 2022. Reported to September Infrastructure Advisory committee meeting. Designs are largely complete, however, await the outcomes of the traffic study before being finalised. Programmed for completion early 2023. Works are now programmed for mid 2023.	Substantially achieved	
1.1.3.25	Grays Lane Upgrade	Construction works complete and road open to public	Construction works are complete and road open to public. Flood damage repairs have also be completed under disaster funding due to the road being damaged during the recent flood events that were declared a Natural Disaster.	Achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.1.3.26	Minyon Falls Road Upgrade	Construction work complete and road open to public	These works are the third project in one grant. The on ground works were programmed for April 2022, however, this was delayed following the March floods and ongoing wet weather. Works have started in early June with remediation of water damage and cleaning swales. Pavement works have commenced and were expected to be completed prior end of the financial year however weather impacts will now see the project completed in July.	Substantially achieved	

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. Programming has also needed to accommodate impacts from and reactive works associated with the Natural disaster event.
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2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	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	Numerous grants have been applied for and won in the year. Projects include; Gilmore Crescent New road construction, Myocum Road Road Safety Project, Koonyum Range Road Sealing, Mullumbimby residential area reseals, Rifle Range Road Intersection Upgrade and Murwillumbah Road Pedestrian Crossing - St Johns School.	Achieved	✓
1.1.4.2	Deliver Speed Radar Sign Trial	Signs Purchased and deployed on site	Speed radar signs were deployed to site and moved around the shire to various different areas where speed is a concern. The signs operated well and the team are happy with the outcomes achieved. 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 in the new financial year when a new budget is available.	Achieved	✓

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 to approved budgets. The North Byron Flood Risk Management Study and Plan sets out priority works across infrastructure land use planning and flood warning projects across the northern area of the shire and is a tool used to inform shirewide programs and priorities.
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2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.1.6.1	Review and update 10 year Stormwater Levy program	Program reviewed and ready for development of following years budget	Review and update to 10 year Stormwater Levy program is complete. The review resulted in minimal works in 2022/23 in order to fund a larger project in 2023/24. Various requested actions coming out of the March floods may drive a more substantial review of the Stormwater Levy program if some of the existing projects are actioned earlier.	Achieved	
1.1.6.2	Deliver 44 Kingsley Lane - Kerb and Gutter to prevent property flooding at a number of properties	Works complete on site	Works have commenced on site and are going well. They will not be complete by the 30th June, however, they will be substantially complete. Project was delayed due to flood damage works taking the construction teams priority.	Substantially achieved	
1.1.6.3	Deliver Annual Urban Drainage Maintenance works	Complete 70% of programmed maintenance for urban drainage	Works teams completed urban drainage maintenance works to approved budgets including a focus on hotspots and improved open drain maintenance works and flood recovery operations.	Achieved	
1.1.6.4	Deliver South Golden Beach Street Drainage Upgrade - Gloria Street East	Construction Works Package commenced	Survey investigation has commenced. Dial before you dig report received. Commencement meeting to agree concept design has been completed, therefore, output measure has been achieved. Design will be ongoing in 2022/23 and project is to be construction ready at the end of 2023 financial year. Construction is programmed to be funded in the 2023/24 financial year.	Achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.1.6.5	Deliver South Golden Beach Street Drainage Upgrade - Clifford Street	Works complete on site and road open to traffic	Survey and design was well underway at the start of the financial year and the project was construction ready in December 2021. On ground works were programmed for construction in March 2022, however, this was delayed due to the March flood event. Construction has commenced onsite, however, it has been delayed due to the ongoing wet weather through May. The current high water table is preventing the works being fully delivered by end of June and will be completed as soon site conditions improve.	Deferred/Delayed	▶▶
1.1.6.6	Deliver Lighthouse Rd / Reflections Stormwater Diversion Upgrade	Works Complete on site and road open to traffic	This project has not seen a smooth construction process, however, it has been completed and is now practically and financially complete and the funding deadline has been met. Borders closures, COVID isolation and continued wet weather slowed progress throughout the full delivery of this project, however, the project team kept pushing and achieved works completion by end of June. Project has run \$70,000 over budget is due to additional dewatering and pumping water from recent inclement weather. Additionally, allocation for disposal of material was not sufficient. A number of variations have been refused and the contractor has requested further discussion on these decisions. However the project team do not believe further expenditure is warranted.	Achieved	✓
1.1.6.8	Deliver Rajah Road Flood Flow Path	Works Complete on site	The works package for this project was handed over to the construction team in July 2021. Construction was programmed for January 2022 but this was not achieved and reprogrammed to March 2022. The March floods further delayed construction which resulted in the output measure not being fully met. Funding has been moved into the 2022/23 financial year for delivery before December 2022.	Deferred/Delayed	▶▶
1.1.6.9	Deliver Stormwater Capital Maintenance Renewal Works Program	Works complete on site	Construction was delayed due to flood damage therefore not all funds have been expended. 50% of the budget has been spent and numerous minor drainage system renewals to repair damaged kerb and inlet pits to ensure they are as efficient as possible. It is proposed to move the remaining \$50,000 to the Lighthouse Road Stormwater Upgrade to fund project overspends on this project.	Deferred/Delayed	▶▶

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

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

Comment	<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 program of planned maintenance, as modified to accommodate reactive works required as a consequence of Natural disaster impacts has been delivered alongside other 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	Comment	Status	
1.2.1.1	Building assets managed to support the provision of services to the community.	Building asset management actions are identified, documented, monitored and reported to community in line with Strategic Asset Management Plan and access requirements.	This year has seen an increase in costs as prices continue to rise and trades are increasing charges. Compliance regulations for fire safety have required extensive changes to procedures and testing requirements which have increased prices significantly. Reactive maintenance for public toilets has been slightly higher than previous years. The construction of a new toilet block in Byron and an upgrade to Railway Park toilets in Byron should help to alleviate pressure on other facilities.	Achieved	✓
1.2.1.2	Complete 80% of programmed maintenance for water and sewer assets	Complete 80% of programmed maintenance for water and sewer assets	Complete >80% of programmed maintenance for water and sewer assets.	Achieved	✓
1.2.1.3	Implement planned maintenance program for resource and recovery operational assets	Program within budget	Public Place bin assets including waste and recycling, butt bins and dog poo bins cleaned and serviced as per contracted schedules. Over 400 bins residential wheelie bins were replaced following the February flood. Asset Management Plan Project delayed until 2022/23 due to February / March floods and the significant impact this had on the Resource Recovery Centre and other Council assets.	Achieved	✓

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

Comment	Council's infrastructure asset renewal and upgrade program continues to be developed and implemented in line with Community Solutions Panel values (SP). This program will now be heavily influenced by the necessary response to the twin flood disasters in 2022.
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	Comment	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 have been completed across 71 parks (with infrastructure), 35 playgrounds, 10 sports fields, 7 skate parks, 20 hard courts (tennis/netball/basketball), and two pool facilities, with works having been prioritized according to recommendations within the Open Space Asset Management Plan. Processes to facilitate reinstatement of flood damaged infrastructure have either been completed or are underway.	Achieved	
1.2.2.2	Byron Bay Drainage Upgrade	Contract awarded and design process commenced	The planned tender release in May was not achieved. The tender was finalised and released in June. Staff wanted to ensure the project scope was correct and as easy as possible to price in order to ensure suitable prices are received. Tender review will occur in August and award is now expected to occur in September. Staff are excited to see this project commence and move towards on ground solutions for the community.	Partially achieved	

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. Works completed to grant deadlines or on track with extensions approved from impacts of the Natural Disaster.
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2021/22 Operational Plan Activities






OP Code	Operational Plan Activity	Measure	Comment	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	Engagement programs initiated with sport user groups and community assisted in development of grant funding applications in line with with Community Solutions Panel values including Safety, Accessibility, Community Wellbeing and Connectivity. Upgrades to Linda Vidler Park infrastructure and current planning processes around Heritage Park Mullumbimby, Mullumbimby Pool and the Bangalow Sportsgrounds reflect actions within the Recreation Needs Assessment program.	Achieved	
1.2.3.2	Deliver Ewingsdale Road Shared Path Missing Link Upgrade	Works complete on site	The project was survey, designed and construction ready at the end of 2021. Unfortunately works did not proceed as programmed due to the March floods, however, works did commence in June. The project is substantially complete with bitumen sealing and line marking remaining. The construction team are pushing contractors to seal the path before the end of financial year, however, this is more likely to happen in July 2022.	Substantially achieved	
1.2.3.3	New Developer Contributions Plan	Complete and adopt the Plan	This year Council has been active in key submissions to the NSW government associated with the proposed reforms for development charges. It is expected this activity will continue in 2022/23 as the NSW government continues to progress the foreshadowed reforms.	Partially achieved	

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

Comment	Completed new fully accessible toilet at Gaggin Park, Suffolk Park, with accessible pathway and new disabled parking. Provided new accessible pathway within Bangalow Parklands. Provided new accessible amenities at Clarkes Beach and Tennyson Street, Byron. Upgraded park furniture to accessible at Clarkes Beach, Bangalow Parklands and Brunswick Heads parklands.
Highlight	Completed new fully accessible toilet at Gaggin Park, Suffolk Park, with accessible pathway and new disabled parking.

2021/22 Operational Plan Activities





OP Code	Operational Plan Activity	Measure	Comment	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. Consideration has been included within landscape master planning of Mullumbimby Heritage Park and Bangalow Sportsfields and accessibility has been addressed within upgrades of park furniture at Brunswick Heads and Byron Bay, within upgrades of public amenities at Gaggin Park and Clarkes Beach, within new public toilets on Tennyson Street and through provision of a new accessible pathway at Bangalow Parklands.	Achieved	
1.2.4.2	Deliver accessibility outcomes within Capital works and infrastructure renewal programs	Adopted Program	Accessibility has been a core consideration within the ongoing Master Planning of Mullumbimby Heritage Park and Bangalow Sports fields and within upgrades of park infrastructure and furniture across the Shire. Accessible pathways and play equipment have been installed at Gaggin Path, Suffolk Park and a new accessible pathway has been installed at Bangalow Parklands.	Achieved	
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 have been carried out through the year including monitoring relative to significant storm events and associated erosion. Maintenance repairs to the 59 designated beach access pathways have been completed on an as-needs basis to ensure ongoing safe access.	Achieved	
1.2.4.4	Construct the Byron Skate Park and Recreation Hub	Construction complete	Despite impacts from COVID-19, floods, rains and tenure complications, the skate park and recreation precinct is scheduled for construction starting August 2022 for completion by March 2023.	Substantially achieved	


OP Code	Operational Plan Activity	Measure	Comment	Status	
1.2.4.5	Deliver the grant funded car park works at the Mullumbimby Recreation Grounds	Commencement of works which will be delivered in 2023	Funding for project was awarded in December 2021. Project works have commenced with kick off meeting and geotechnical investigations complete. Concept route and design solutions have been discussed with designers. Survey and concept preparation will commence early in 2022/23.	Achieved	
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 has been ongoing and planning has progressed through variations in the initial designs. The Construction Certificate having been assessed and approved and the committee are now progressing procurement.	Achieved	
1.2.4.7	Tennyson Street Shared Path Upgrade	Construction works complete on site and path open to public	Works are complete on site and the path is open to the public. The project has been delivered on time and on budget in accordance with the grant agreement. Initial reports are that the project is a success and the community are enjoying the new active transport infrastructure.	Achieved	
1.2.4.8	Byron Street Shared Path Upgrade	Project package complete and shovel ready	The design amendments that will resolve concerns raised by the community around heritage and the extent of handrails / fencing to protect users from fall hazards have not been finalised. The project is not currently funded for construction, therefore, finalisation can carry over into 2022/23.	Substantially achieved	
1.2.4.9	Deliver the grant funded off-leash dog area project at the Mullumbimby Recreation Grounds		Current community engagement around the Dogs in Public Spaces Strategy is considering the needs of both dog owners and members of the general public who use and enjoy our public spaces. The adopted Strategy will provide guidance to the location the Mullumbimby off-leash dog area, with installation anticipated to commence late 2022 immediately following Council endorsement of the Dogs in Public Spaces Strategy.	Partially achieved	

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

Comment	The 2021-2022 community building maintenance program was completed, with significant expenditure on unplanned maintenance. Again, COVID 19 health and safety measures, including cleaning, increased costs to all facilities, including public toilets and halls. Council continues to prioritise maintenance and upgrades of community buildings in accordance with the Building Asset Management Plan.
Highlight	<p>Works have continued throughout the year on fire safety services, pest services, asbestos management, electrical compliance, plumbing and upgrades to public toilets and community facilities.</p> <p>Byron Bay Library ceiling replacement works were completed and an asbestos audit review was undertaken at Mullumbimby Scouts Hall. Brunswick Heads Community Hall and Marvel Hall have planned works to upgrade their access ramps, although this work has been delayed due to the impacts from the floods.</p>

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.2.5.1	Implement successful building grants eg stronger country communities program	Complete grant approved projects	The Mullumbimby War Widows cottage upgrade was completed this year and substantial progress made on the repurposing of the old Byron Bay Hospital which also has grant funding.	Substantially achieved	
1.2.5.2	Progress planning of renewal / upgrades of Byron Bay Pool	Plan for renewal / upgrades developed and reported to Council	Staff continue to work with Crown Lands to resolve the outstanding Crown Land tenure matters. Because of this the advertisement of RFQ for the pool feasibility study has been delayed.	Deferred/Delayed	
1.2.5.3	Manage Surf Life Saving Contract for patrolled areas	Service program delivered	Surf Life Saving Contract and yearly operational patrols were successfully completed for community and visitors to Byron Shire. Relocation of patrols eastwards on Main Beach in relation to changing beach conditions proved successful.	Achieved	
1.2.5.4	Upgrades at Marvel Hall including asbestos removal and kitchen upgrade	Upgrade works completed	Proposed works are fully scoped and approvals in place. On completion of flood rectification works on community facilities, the program will commence in 2023/24	Deferred/Delayed	

OP Code	Operational Plan Activity	Measure	Comment	Status	
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	The draft Feasibility Study will be presented to Council in August for consideration prior to public exhibition.	Achieved	

1.2.6: Optimise Council's property portfolio (SP)

Comment	In 2021/22 a lease was established with TAFE NSW and following their DA approval they are now constructing the new Learning Centre on Lot 12
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	Comment	Status	
1.2.6.1	Progress Lot 12 Bayshore Drive Byron Bay future use	Implement council resolutions on the preferred future use	Substantial progress has been made on progressing the future use and development of Lot 12 Bayshore Drive Byron Bay. A lease agreement has been reached with TAFE NSW and following DA assessment, construction of the new Learning Centre is progressing well. A DA has been submitted for a three lot subdivision that will facilitate the sale of one lot and the associated development in accordance with the strict expression of interest outcomes.	Achieved	✓
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	Road closure adjoining 149 Federal Drive Eureka settled February 2022. Arakwal / Morgan road reserve closure finalised - historical resolution to close road and transfer to adjoining land owner, historic agreement between parties. Road Closures and Land Dedications for Byron Bay Bypass complete. Road transfer of unformed Council Road Reserve through Mount Jerusalem National Park. Land Acquisition Matters Myocum Road Reconstruction to be finalised in the coming weeks. Road Reserve Closure Lot 100 DP 1284682 registered and being sold to adjoining land owner in the New FY. Land Acquisition for Broken Head Road Shared Path approved to be registered next financial year. Arakwal Court Turnaround Byron Bay High School signed ready to be lodged. Road Reserve Closure adjoining 101 Pearce Road sale will be finalised in new FY. Myocum Road and Upper Main Arm Road land matters linked to road works approved for finalisation by Council.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.2.6.3	Purchase of land access for Lot 4 Mullumbimby	Complete the purchase	Purchase of land access for Lot 4 Station St Mullumbimby will allow future use by the community of this flood prone land at the northern end of Mullumbimby, immediately adjacent to the west side of the Brunswick River rail bridge. TfNSW have advised that they commissioned the land valuation based on the plan of subdivision but this has been delayed due to the effects of the twin flooding disasters in 2022. It is expected the land purchase will now occur in 2022/2023	Partially achieved	<input type="checkbox"/>
1.2.6.4	Progress infrastructure planning for the Ewingsdale Road corridor	Complete assessments	Council is actively working with Transport for NSW and Infrastructure Australia on the key Ewingsdale Road transport corridor. The border closure associated with the Covid response resulted in TfNSW being delayed in their modelling and options study for the progression of the Ewingsdale Interchange Strategic Business Case. It is expected this work will be substantially progressed in 2022/23.	Partially achieved	<input type="checkbox"/>
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.	Management of contracts for both holiday parks have encountered varied challenges this year including, COVID-19, NSW lockdowns, QLD border closures & floods. As expected these events have impacted the holiday parks income negatively. However, has allowed some opportunity to undertake other capital works during quiet times. The new financial year is predicted to meet budget expectations. Contract management has been extended until Oct 2024.	Achieved	✓
1.2.6.6	Manage approval to operate licence conditions for First Sun and Suffolk Holiday Parks	Approval to Operate Conditions achieved	ATO approval items addressed and finalised for Suffolk Beachfront. First Sun is underway and nearing pathway completion. Special condition timeframes met for compliance works program and approved in principle by the governing body. 5 year timeframe on target for ATO conditions.	Achieved	✓
1.2.6.7	Deliver adopted capital works program for First Sun Holiday Park	Delivery of adopted program	Capital works program achieved for 21/22 financial year. Program undertaken within adopted budget.	Achieved	✓
1.2.6.8	Deliver adopted capital works program for Suffolk Park Holiday Park	Delivery of adopted program	Capital works program achieved for 21/22 financial year. Program achieved within adopted budget and included construction of New Cabin 8.	Achieved	✓
1.2.6.9	Manage leases and contracts at Tyagarah Airfield	Progress the resolved direction for future use	Airfield leases for Skydive, Tiger Moth and Callanan & Bailey have been resolved for longer tenure. Staff are working through remaining leases over the next financial year. Flooding affected many hanger owners at the airfield and Council continues to work with stakeholders through the remediation works.	Achieved	✓

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

Comment	Completed construction of the Byron Rail Precinct projects. Completed design for Byron Bay Skate Park. Significant road and drainage upgrades in the town centre. Development Application submitted for market relocation. Development Application submitted for Byron Hospital redevelopment. Progressed contamination investigations on Butler Street Reserve. Commenced Byron Drainage Strategy.
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2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.2.7.1	Develop concept plans for the upgrade of Byron Bay foreshore (action from Byron Bay Town Centre Masterplan)	Concept plans for the Byron Bay foreshore adopted by Council	This project was placed on hold early in the 2021/22 financial year so that it could align with the timeframes of the Main Beach Shoreline Project. The two projects will progress together in 2022/23.	Deferred/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	New public toilets provided at Middleton Street, Byron Bay, Clarkes Beach and Gaggin Park, Suffolk Park. Capital renewal works completed to the Cavanbah Centre, Byron Stationmasters Cottage, Mullum War Widow's Cottage, Council Chambers, Suffolk Park Holiday Park, Brunswick Memorial Hall, Bangalow Showgrounds Rotunda, and First Sun Holiday Park.
Highlight	New public toilets constructed at Gaggin Park, Suffolk Park.

2021/22 Operational Plan Activities



OP Code	Operational Plan Activity	Measure	Comment	Status	
1.2.8.1	Consult with user groups to establish user agreements, leases, licenses and Plans of Management	At least 6 User agreements reviews/implemented per annum	Positive dialogue with sport community groups on delivery of services and infrastructure upgrades and enhancements has continued with a focus on assisting the development of proactive grant strategies and community partnerships. Increased engagement with regional and state sporting bodies continuing around event hosting and development of Byron Invitational Event platform supporting community sport and drawing participation from beyond the shire.	Achieved	✓
1.2.8.2	Deliver adopted Sporting Infrastructure Renewal Program (Shire wide)	program delivery within budget as adopted	Annual turf improvement programs were completed across sports fields at Bangalow, Pine Avenue Mullumbimby, Tom Kendall New Brighton, Bob Bellear Ocean Shores, Linda Vidler Park Suffolk Park, Byron Recreation Grounds and the Cavanbah Centre. Upgrade of Suffolk Park Football grounds is in the detail design stage having been supported by the Regional Sport Facility Fund.	Achieved	✓
1.2.8.3	Complete renewal of Heritage Park northern boat ramp	Renewal works complete within budget	Heritage Park is currently the focus of a Master Planning process. Appropriate future use and associated design is being considered within the planning process and upgrade works are on hold pending adoption of the Masterplan.	Deferred/Delayed	▶▶
1.2.8.4	Revaluation of water and sewerage assets	Complete revaluation in accordance with the accounting code	The revaluation of water and sewerage assets in accordance with the accounting code has been completed.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.2.8.5	Investigate roof upgrade for Mullumbimby Administration Building, in order to allow for rooftop solar installation.	Investigation outcome reported.	Project has been completed. Defect liability period underway.	Achieved	

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

Comment	Cleaning and maintenance services provided to 29 Public toilet facilities across the shire with additional demountable amenities deployed to Byron CBD over peak Christmas and NYE periods. Toilets at Clarkes Beach and Gaggin Park upgraded to accessible. New accessible toilets installed at Middleton Street.
Highlight	Additional demountable toilets deployed over the Christmas and New Year period to handle increase in demand at peak usage periods.
Exceptions	Ongoing vandalism at Mullumbimby Recreation Grounds, Linda Vidler Park, Suffolk Park and at both Reflections managed and Council owned public toilets at Brunswick Heads is impacting on perceptions of safety and cleanliness.

2021/22 Operational Plan Activities





OP Code	Operational Plan Activity	Measure	Comment	Status	
1.2.9.1	Maintain public amenities in accordance with adopted levels of service	Ongoing maintenance of Council owned public toilets across the Shire	Programmed amenities cleaning works and associated inspections have been completed at the 30 public toilet blocks across Byron Shire including the Crown owned and managed amenities at Brunswick heads where Council provides cleaning service only.	Achieved	
1.2.9.2	Construct new accessible amenities block at Sandhills Estate (Middleton Street)	Accessible amenities block open for use	This amenities block was designed in collaboration with Arakwal artists and meets all compliances with respect to DDA and other standards.	Substantially achieved	

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, has been exhibited and is currently being reviewed for final consideration and adoption by Council in the later part of 2022.
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2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	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	This year Council have successfully grant funded the following projects, that include prioritised Pedestrian and Access Mobility Plan (PAMP) and Bike Plan facilities; Drive Shared Path - Stage 2, Murwillumbah Road Pedestrian Crossing - St Johns School, Ewingsdale Road Missing Link and Rifle Range Road Upgrade. The Byron Street Shared Path project in Bangalow is awaiting the application outcome.	Achieved	
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	Update reports have been provided to Council that have comprehensively addressed the outcome of discussions and workshops with State government agencies about the multi-use of the rail corridor, including any policy developments and funding opportunities identified. It is expected this activity will continue in 2022/23.	Achieved	
1.3.1.3	Develop a governance model to support rail corridor activation	Governance model developed	Council continues to actively pursue activation of the rail corridor. Rail trail projects are being progressed in neighboring LGAs. Liaison continues with TfNSW regarding Rail with trail in Byron Shire who have provided \$100,000 in 2022/23 to complete detailed assessments and approvals associated with vegetation removal. Quarterly reporting to Council ongoing as per resolution.	Partially achieved	
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.	Achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.3.1.5	Prepare Road Access and Safety Principles (RASPs) procedure for capital works and maintenance	Procedure endorsed by Executive Team	Staff commenced a draft Policy and Strategy document in February 2022. A meeting to review and further develop the policy was delayed by the floods and finally held in May 2022. Much work is still required before the draft documents can be presented to the executive team, but staff are working towards this action. Council's new Traffic and Transport Engineer will commence at the end of June.	Partially achieved	<input type="checkbox"/>
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.	Included in next housekeeping DCP to be exhibited in second half of 2022.	Partially achieved	<input type="checkbox"/>
1.3.1.7	Prepare Byron Bay Movement & Place Study	Draft Study document presented to Transport and Infrastructure Advisory Committee for public exhibition.	A request for Quote for the project was released to market in November following a rigorous scope preparation process. Submissions were received in December. Prices came in over budget and an evaluation process commenced in February. Unfortunately this evaluation has been on going and delayed due to Council not having a Traffic and Transport engineer for six months and the flood event and recovery using considerable staff resources. The team plan to reconvene in the new financial year and reinvigorate this process. The scope will likely need to be reduced to bring it in on budget.	Partially achieved	<input type="checkbox"/>

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. Two EPA grant funded litter projects awarded - one on stormwater management and the second focused on reusable takeaway containers in Brunswick Heads. Supported Repair Cafe Mullumbimby in flood recovery works to ensure goods that could be repaired delivered.
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	Comment	Status	
1.4.1.1	Implement 2021/22 action plan activities identified in the Waste Management Strategy	Adopted Program delivered within budget	<p>The illegal dumping grant project funded by NSW the following:</p> <ul style="list-style-type: none"> -23.4% reduction in illegal dumping incidents throughout the shire Launch of regional campaign 'Let's get our Scrap Together' The campaign focuses on diverting food scraps from landfill through further use of food and garden organics bin Successful funding for 2 EPA Litter Prevention based programs totaling \$125,000. On the Ground - Bring it back Bruns pilot focused on switching to reusable containers in takeaway businesses Own it and Act - stormwater litter prevention pilot (both projects will carry through into 2022/23) <p>Circular Cafes program in Brunswick Heads to offer free waste management and organics collections for businesses.</p> <p>Lift the Lid bin contamination program commenced - ongoing via Collection Contractor</p> <p>Social media education and promotion via @byronbinfluencer with following increasing</p> <p>Partnered with community organisations on key projects and initiatives</p>	Achieved	✓

1.4.2: Provide waste and resource recovery services

Comment	<p>2014-0011- Waste and resource recovery collection service Contract extended for 3 year period. Major MVA on Myocum Road December 2021. No major KPI breaches for the period. 2020-0028- Transport and Disposal of Mixed Solid Waste and C&D Waste Fuel levy approaching 30%. 18,800 tonne mixed waste and 4,400 tonne flood waste transported to Ti-Tree Bioenergy for disposal. 2019-0009 Processing comingled recycling</p> <ul style="list-style-type: none"> - Polytrade has merged with Regroup to become Polytrade operations. No effect to existing contract other than administrative. - Contract extension for a further 12 months and agreed to commencing Aug 2022 - No KPI failures or WHS incidents
Highlight	<p>Current Collections Contract 2014-0011 extended for additional 3 year period. Residential and public waste assets serviced appropriately with no major concerns 2019-0009 Processing comingled recycling</p> <ul style="list-style-type: none"> - Polytrade has merged with Regroup to become Polytrade operations. No effect to existing contract other than administrative. - Contract extension for a further 12 months and agreed to commencing Aug 2022

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	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 collection service Contract extended for 3 year period. Major MVA on Myocum Road December 2021. No major KPI breaches for the period. 2020-0028- Transport and Disposal of Mixed Solid Waste and C&D Waste Fuel levy approaching 30%. 18,800 tonne mixed waste and 4,400 tonne flood waste transported to Ti-Tree Bioenergy for disposal. 2019-0009 Processing comingled recycling</p> <ul style="list-style-type: none"> - Polytrade has merged with Regroup to become Polytrade operations. No effect to existing contract other than administrative. - Contract extension for a further 12 months and agreed to commencing Aug 2022 - No KPI failures or WHS incidents 	Achieved	✓

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	Comment	Status	
1.4.3.1	Maintain membership and participation in the North East Waste regional waste management group	attendance to 80% or more of scheduled working group meetings	North East Waste membership of Byron Shire Council ongoing. Quarterly meetings attended and regional projects and funding opportunities developed and actioned.	Achieved	✓
1.4.3.2	Support the progression of a regional; alternative waste treatment facility in alignment of the adopted strategy and relevant resolutions	Ongoing support and participation in the Regional Waste sector	Following regional waste investment review project, the market Sounding and Expression of Interest (EOI) was conducted by Consultants MRA on behalf of Richmond valley Council (RVC), and 8 other participating Councils from across the Northern Rivers and North Coast region. Submissions on the EOI closed on 3 June 2022, and a process of review is underway by RVC. An update will be provided to the General Managers of participating Councils on next steps for this project. The project is ongoing.	Achieved	✓

1.4.4: Ensure facilities and services meet statutory requirements

Comment	EPL 6057 and 13127 Annual returns submitted on time. Condition variations and non conformances being addressed in liaison with the NSW EPA.
Highlight	Compliance with all NSW Environmental Protection Licences. Annual returns submitted on time.
Exceptions	Variation to EPL 6057 placing requirements on the licence for upgrades of the leachate management systems.

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.4.4.1	Maintain compliance with NSW Environmental Protection Licences for the Byron Resource Recovery Centre and Myocum Landfill	compliance with EPL and on time completion of annual returns	Annual Returns for EPL 6057 and 13127 submitted. Variations and non-conformances being actioned in accordance with EPA direction.	Substantially achieved	
1.4.4.3	Maintain compliance with the Federal Government's Emissions Reduction Fund contract conditions for the Myocum Landfill Gas Carbon Farming Initiative Project	On-time reporting	Draft offsets report and supporting documentation supplied by consultants for Council review and third party auditing, due for submission September 2022. Auditor to be engaged for review. Carbon Abatement Contract Extension processed with the Clean Energy Regulator as nominated amount of ACCUs not reached within designated timeframe.	Achieved	
1.4.4.4	Delivery of stage 1 of the Capping Plan	Stage 1 works completed	Capping Plan at final stage. Additional scope to determine appropriate leachate management for capped operational area added before submission and sign off. Project Officer Engaged to finalise this stage of the project and progress through to the construction stage.	Substantially achieved	
1.4.4.5	Council decision for 'Go/No Go' on construction for Dingo Lane Construction	Project feasibility and design completed (shovel ready)	Project feasibility is complete Project is now progressing through the DA stage The project delivery model is currently being developed as part of the zero net emission portfolio	Achieved	









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




Comment	STP's have been maintained in accordance with EPA license requirements STP EPA license returns have completed Over 80% programmed maintenance achieved for the STP's
Highlight	Upgrade to Butler Street Sewer Pump Station SPS3003 rising main
Exceptions	Weather event mid-December caused higher flows through all STPs and a number of sewer overflows in systems

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.5.2.1	Monitor and compile annual licence returns	Complete annual report	Byron Bay System: There were four (4) non-compliance occasions recorded during the licence period. Three of the non-compliances related to flooding events which prevented staff from obtaining samples. Bangalow System: There were two (2) non-compliance events recorded during the licence period. Both events were related to flooding events which prevented staff from obtaining samples. Brunswick Valley System: Eight (8) non-compliance events were recorded during the licence period. Six of the non-compliance events occurred as a result of the flooding event in Feb/March 2022. Ocean Shores System: There were twelve (12) non-compliance events were recorded during the licence period. Seven of these events related to the flooding period of Feb/March 2022 and three related to concentration limit exceedances.	Achieved	✓
1.5.2.2	Renew pumps in sewerage pump stations identified in 30yr Capex Plan with more energy efficient units.	Complete pump station renewals in accordance with capital works plan	A virtually successful delivery program for the year given the flooding events experienced in the region. One remaining site to be upgraded with a switchboard that requires major and complex programming for installation.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.5.2.3	Byron sewer treatment plant blower replacement	Practical completion for project	Blowers have arrived onsite, currently organising installation and commissioning which will be carried over to next FY	Substantially achieved	
1.5.2.4	Develop capital works plan in line with recycled water strategy	Capital works plan completed	Utilities, in collaboration with DPE, NSW Health and consultants has undertaken a risk review of future plans to expand the Byron Bay Urban Recycled Water Scheme for indoor/residential uses. This assessment has highlighted a high level of risk. Substantial capital investment for infrastructure, skilled staff and decision-support systems is required to manage these risks and ensure sustainable/compliant operation. Strategy direction to be developed to pursue an expansion of the dual-reticulation effort in the Shire.	Substantially achieved	
1.5.2.5	Mullumbimby Inflow/Infiltration carry out planned capital works to improve system performance.	In accordance with project schedule	Works were delayed by the flooding events this year. Completion is expected in Q3 2022.	Deferred/Delayed	
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	Works were delayed by the flooding events this year. Completion is expected in Q3 2022.	Deferred/Delayed	
1.5.2.7	Byron STP Odour control - replace biomedica and construct roof	Replace biomedica and construct roof complete	Construction has started however will be carried over to next FY.	Partially achieved	
1.5.2.8	Brunswick Valley STP Options Assessment - Dewatering (Belt press/screw press)	Options Assessment Complete	Recommendations of report to be incorporated into Brunswick Valley sewage transfer from Ocean Shores and staging of treatment options.	Achieved	
1.5.2.9	Brunswick Valley STP Structural assessment of essential plant items	Complete - Structural assessment of essential plant items	Investigation completed, no structural work required over the next 4 years	Achieved	
1.5.2.10	Byron Bay - Sewerage Pump Station Renewals	Sewerage Pump Station Renewals Complete	This project was completed successfully.	Achieved	







OP Code	Operational Plan Activity	Measure	Comment	Status	
1.5.2.12	Byron STP works - Odour Control: Mechanical /GAC Filter, review existing blowers, review size/condition of existing McBarns Filter.	Construction complete	Project completed	Achieved	✓
1.5.2.13	Byron STP - Options Assessment - Dewatering (Belt press/screw press)	Options Assessment Complete	Recommendations of report to be incorporated into master plan for Byron STP site including potential BioEnergy Facility.	Achieved	✓
1.5.2.14	Byron STP - Options assessment / Investigation - Vac Ex waste drying bay option assessment	options Investigation Complete	Included as part of Byron Bay STP Masterplan	Achieved	✓
1.5.2.15	Byron STP - Renewal to Biosolids storage shed roof	Biosolids shed roof replaced	The biosolids shed and chemicals storage shed roof replacements are nearing completion, expected July 2022.	Substantially achieved	■
1.5.2.16	Byron STP - Upgrade EPA 4 flow monitoring	Complete - Upgrade EPA 4 flow monitoring	Installation complete.	Achieved	✓
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 is not complete and will require work into the new financial year	Substantially achieved	■
1.5.2.18	Design - Ocean Shores transfer to BVSTP Option 4 - STP Process Elements	Design Complete	Design is not complete and will require work into the new financial year.	Substantially achieved	■
1.5.2.19	Fence line replacement as required at STP sites	Fence lines replaced at STPs	Assessment of existing fence lines complete. Works to carry over to next FY. Delayed due to extensive wet weather.	Substantially achieved	■







OP Code	Operational Plan Activity	Measure	Comment	Status	
1.5.2.20	Implement revised recycled water strategic direction	Implement revised recycled water strategic direction	Utilities, in collaboration with DPE, NSW Health and consultants has undertaken a risk review of future plans to expand the Byron Bay Urban Recycled Water Scheme for indoor/residential uses. This assessment has highlighted a high level of risk. Substantial capital investment for infrastructure, skilled staff and decision-support systems is required to manage these risks and ensure sustainable/compliant operation. Strategy direction to be developed to pursue an expansion of the dual-reticulation effort in the Shire.	Substantially achieved	
1.5.2.21	Investigation only for Gravity main - Byron Bay CBD upgrade 73m DN 150 to DN300	Investigation complete	Investigation determined that upgrade was not required.	Achieved	
1.5.2.22	Review Wastewater and Effluent Management Plan	Wastewater and Effluent Management Plan Reviewed	Utilities, in collaboration with DPE, NSW Health and consultants has undertaken a risk review of future plans to expand the Byron Bay Urban Recycled Water Scheme for indoor/residential uses. This assessment has highlighted a high level of risk. Substantial capital investment for infrastructure, skilled staff and decision-support systems is required to manage these risks and ensure sustainable/compliant operation. Strategy direction to be developed to pursue an expansion of the dual-reticulation effort in the Shire.	Substantially achieved	

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

Comment	Drinking Water Management Plan performance has been audited. Water quality monitoring met the NSW Health requirements
Highlight	Works on the Byron Bypass cross connection completed

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.5.3.1	Undertake annual review Drinking Water Management Plan and associated performance	Drinking Water Management Plan reviewed and available on website	Unable to complete by June 2022 due to resourcing issues and expected to be finalised by end of July 2022.	Achieved	
1.5.3.2	Implement recommendations from Mullumbimby water supply security investigations and upgrade	Mullumbimby water supply security investigations and upgrade	Consultants have provided a draft Options Report for review. The report outlines a multicriteria analysis of eight available routing options for the Emergency water supply from Rous through to Azalea Street reservoir in Mullumbimby.	Substantially achieved	
1.5.3.3	Review Asset Management Plans for Water and Sewer Assets	Asset Management Plans reviewed	Online Digital Asset Management Plans have been built. Predictor models added for SPS, WPS, Water Reservoirs, Gravity Sewer and Sewer Manholes. Data extraction for other asset classes ongoing. Levels of Service currently being finalised.	Achieved	
1.5.3.4	Implement Smart Metering for water services	In-accordance with Smart Metering Implementation Plan	A report is being drafted to review findings and prepare a business case and strategic direction for the future.	Achieved	
1.5.3.5	Reservoir Roof Replacements in line with Capital Works Program	Construction commenced	Works will be carried over and are expected to commence in July 2022 for approximately 9 months.	Partially achieved	
1.5.3.7	Byron Bay Water Pipeline Renewal Carlyle Street Watermain Renewal - Tennyson to Massinger.	Pipeline upgrade commenced	Procurement for Contractors for this work has been difficult and an open tender will be released to the market next financial year to complete the project.	Partially achieved	





OP Code	Operational Plan Activity	Measure	Comment	Status	
1.5.3.8	Byron Bay Water Pipeline Upgrade Bangalow Road upgrade - 710m DN100 - DN200	Pipeline upgrade commenced	Procurement for Contractors for this work has been difficult and an open tender will be released to the market next financial year to complete the project.	Partially achieved	
1.5.3.9	Mullumbimby water reticulation analysis - Laurel Avenue Options Study	Options Study Complete	Water pressure and flow assessment complete	Achieved	
1.5.3.10	Mullumbimby Water Treatment Plant renewals	Identified WTP Renewals Complete	Identified renewal completed for the year. Budget for the next few years relies on the Future Water Strategy.	Achieved	
1.5.3.11	Ocean Shores Water Pipeline Renewal Casons Lane, New Brighton	Project Complete	This project was completed successfully.	Achieved	
1.5.3.12	Ocean Shores Yamble Water Pump Station - Renewal of pump and electrical.	WPS Renewal Complete	Current pump unit is operating satisfactorily. New pump unit replacement will occur in FYE2023	Substantially achieved	
1.5.3.13	Old Mullumbimby Hospital Site - relocation of water mains	Detailed design completed	Detailed design has not been completed and will be finalised in FYE2023	Substantially achieved	

1.5.4: Implement the Water and Sewerage Strategic Business Plan

Comment

The 30yr capital works plan has been implemented and delivered.
The strategic business plan and associated IWCM is currently being drafted and forms part of the 2022 to 2024 delivery program.


2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.5.4.1	Brunswick Heads Sewerage Pump Station Renewals	Complete Brunswick Heads - Sewerage Pump Station Renewals	This project was completed successfully.	Achieved	
1.5.4.2	Mullumbimby Water Pipeline - New Tuckeroo supply main from Scott Woods Res (900m DN200) (Construction)	Detailed design completed	Detailed design has not been completed and will be finalised in FYE2023	Substantially achieved	
1.5.4.3	Ocean Shores Sewer Pump Station Renewals	Complete Ocean Shores Sewer Pump Station Renewals	This project was completed successfully.	Achieved	
1.5.4.4	Review Strategic Business Plan (Water & Sewer)	Strategic Business Plan (Water & Sewer) Reviewed	Consultant engaged and working through data. The IWCM /SBP will not be delivered this FY and will be carried over to next FY.	Partially achieved	

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

Comment	The systems planning department have ensured all utilities planning documents have incorporated the community solutions panel values
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2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.5.5.1	Sewer Asset Management Plan	Complete and adopt the Sewer AMP	Predictor models added for SPS, WPS, Water Reservoirs, Gravity Sewer and Sewer Manholes. Data extraction for other asset classes ongoing. Levels of Service currently being finalised.	Substantially achieved	

1.5.6: Protect and enhance our natural environment and biodiversity

Comment	Reviewed the effluent re-use management plan. Recommendation options require further council adoption of preferred strategy. Adoption to be obtained in the 2022/2023 OP year
Highlight	Engaged the Water Sensitive Cities Institute to assist with the review of the Effluent Reuse management plan strategy

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.5.6.1	Implement Effluent Reuse management plan	Effluent Re-Use Management Plan Implemented	Utilities, in collaboration with DPE, NSW Health and consultants has undertaken a risk review of future plans to expand the Byron Bay Urban Recycled Water Scheme for indoor/residential uses. This assessment has highlighted a high level of risk. Substantial capital investment for infrastructure, skilled staff and decision-support systems is required to manage these risks and ensure sustainable/compliant operation. Strategy direction to be developed to pursue an expansion of the dual-reticulation effort in the Shire.	Substantially achieved	
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	Awaiting equipment delivery - ETA is early October. Supply chain delays due to COVID issues throughout the year.	Deferred/Delayed	
1.5.6.3	Bio energy facility project development approval and grant application	Bioenergy facility project - DA outcome decided and grant application decision	Excellent progress on D&C tender docs and financial model	Achieved	
1.5.6.4	Develop Biosolids Management Plan	Develop Biosolids Management Plan	Biosolids Management Plan has been developed, drafted and currently being reviewed	Achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.5.6.5	Develop scoping brief & framework for Environmental Management System for Utilities Department	Scoping brief & framework for Environmental Management System for Utilities Department developed	Project on hold due to resourcing constraints from the flood events of Feb/March 2022. This work will need to be developed in FYE2023	Deferred/Delayed	▶▶

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.
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2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
1.6.1.1	Deliver Seven Mile Beach Road Traffic Control Works Stage 1	Stage 1 Construction Works Package complete	Survey and design was completed early in the financial year and the project was approved for construction in December 2021. Boulders landed and other traffic control devices were installed in December and January. Sealing works were programmed to commence in early 2022. Works finalisation was then placed on hold due to flood damage works taking priority. Construction team now have the works programmed for August as part of the Broken Head Reserve Road project works.	Deferred/Delayed	▶▶
1.6.1.2	Maintain Byron Bay Paid Parking System	Paid parking system operational throughout year	Paid Parking System has been fully operational for the year. Any system issues have been resolved quickly. Paid Parking cash collection will be in line with the organisation cash collection contract from 1 July 2022.	Achieved	✓

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. The inclusion of RASP into procedures and processes is ongoing.
Exceptions	Broken Head Beach Road and Seven Mile Beach Road traffic and parking management - weather impacted onground delivery which is now scheduled for August/September 2022

2021/22 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comment	Status	
1.6.2.1	Complete Federal Village Main Street Movement and Place Detailed Design to support the development of the Federal Village Plan	Drafting of plan progressed	Drafting of the Federal Village Main Street design has progressed. This activity is proposed to continue in the next operational plan and budget to finalise the design.	Achieved	✓

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

Comment	In 2021/22, the new Byron Bay skatepark was progressed and completion is expected in early 2023
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	Comment	Status	
1.6.3.1	Advocate for improved public transport across the Shire	Ongoing - suitable grants applied for throughout year	Council are awaiting the outcome of the main grant application that was submitted to improve public transport across the Shire. This grant is aimed at fast tracking Bus Stop Accessibility Upgrade program. In the financial year The Moving Byron Strategy has been approved for public exhibition by Council, the strategy has been through the exhibition process and the Your Say page received 62 responses and over 200 document downloads, which is significant and a good result. The submissions have been reported to the Moving Byron Advisory Committee and a detailed review of the submissions will commence in July. Recommendation will be reported to the next available committee meeting in the new financial year.	Achieved	✓
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.	Service level agreement in place for Mullumbimby EV charging station with Chargefox. Council is emailed when there is a service interruption and the equipment is covered under warranty for 1 year. The Byron EV charging station is under repair, and will fall under Chargefox agreement once fixed and re-installed. Under this agreement, the Mullumbimby station has a fee of \$0.20/kWh, and the Byron Charger will have a fee of \$0.40/kWh (this is expected in August 2022). Updates to the electric vehicle charging stations have been communicated to owners by several methods, including print, e-news, media release and social media.	Achieved	✓


OP Code	Operational Plan Activity	Measure	Comment	Status	
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	Council are awaiting the outcome of the main grant application that was submitted to improve accessibility to various transport options across the shire. This grant is aimed at fast tracking Bus Stop Accessibility Upgrade program.	Achieved	
1.6.3.4	Deliver Mullumbimby to Brunswick Heads On Road Cycleway	Preferred alignment agreed, planning and design commenced	The options for a preferred alignment for the Mullumbimby to Brunswick Heads On Road Cycleway have been ongoing throughout 2021/22. The process commenced early in the financial year and a workshop held in the previous term of Council. A further workshop was held with the new Council and two preferred alignments were agreed for consultation. A community consultation survey is programmed to go live week of the 27th June. Direct consultation with directly impacted property owners has commenced.	Substantially achieved	
1.6.3.5	Undertake accessibility upgrades to existing bus shelters across the Shire	3 year works program developed and ready for tender preparation'	Tender for Design and Construct Contract was programmed to be issued in early 2022. However, project was delayed due to need to remove project budget following lower than expected Paid Parking revenue. The project scope has been substantially completed and needs to be developed into a tender document. The 2022/23 budget allocation is minor, but the 2023/24 proposed allocation is larger. It is proposed that the tender will be finalised in the first half of 2022/23, with an aim to award in April 2023. Works to commence May 2023 and carry over into 2023/24 to access the new budget. This plan relies upon a Council commitment to substantially fund the works in 2023/24.	Deferred/Delayed	

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 reviewed for improved processes. Format change for extraordinary meetings being monitored by the committee to improve functionality.

2021/22 Operational Plan Activities

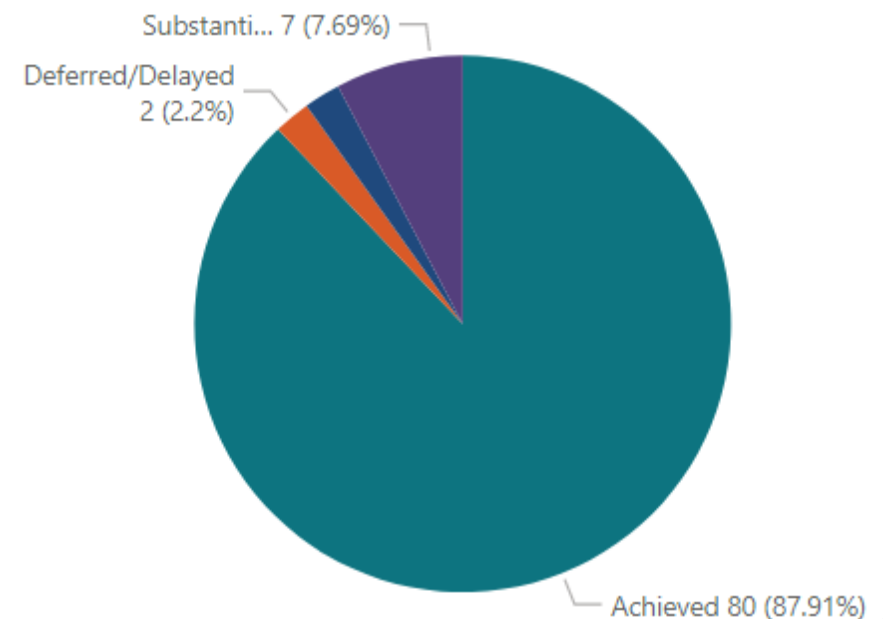
OP Code	Operational Plan Activity	Measure	Comment	Status	
1.6.4.1	Report regulatory traffic matters and items requiring comment through the Local Traffic Committee for recommendation to Council for approval	Ongoing coordination of Committee throughout year	Nine Local Traffic Committee meetings were held in 2021/22. 17th August was reported to Council on 16th September. 5th October was reported to Council on 28th October. 11th October was reported to Council on 25th November. 8th November was reported to Council on 25th November. 15th February was reported to Council on 24th March. 4th April was reported to Council on 14th April. 12th April was reported to Council on 28th April. 10th May was reported to Council on 26th May. 14th of June will be reported to Council on 11th August.	Achieved	



Community Objective 2:

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

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



Community Objective 2: Community

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

2.1: Support and encourage our vibrant culture and creativity

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

Comment	Some community events were impacted by covid restrictions and the floods, including NAIDOC week activities and Youth Week events. Survival Day and local Australia Day events were able to take place in January 2022 as well as the Global Beats Harmony Event in March 2022, held at the Byron Community Theatre.
Highlight	The Global Beats Harmony Festival was held in March 2022 in collaboration with people from culturally and linguistically diverse backgrounds. The event aimed to strengthen relationships with schools and community organisations, promote cultural understanding and showcase various communities' rich and diverse cultural expressions.


2021/22 Operational Plan Activities


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

2.1.2: Provide meaningful and inclusive opportunities for volunteering

Comment	<p>Council provided opportunities for volunteering across the Byron Shire, including in advisory committees, at the Lone Goat Gallery and other environmental and social initiatives. A key area included volunteering in Section 355 (S355) Hall Committees to manage community buildings. These volunteers play an active role in the care and day-to-day management of halls and community centres.</p> <p>The term of office for committees aligns with each Council term, with an addition of three months after the General Election of Councillors. Due to the delay in local government elections, all current S355 Committees were extended until February 2022. Following this, a call-out for new committee members took place. Council received 35 nominations across nine committees. This is a decrease from previous terms of Council and reflects the changing nature of volunteerism across Australia and the need to consider new opportunities for volunteers and the management of community facilities.</p>
Highlight	<p>This year, Council received 35 nominations to volunteer across nine Section 355 Hall Committees. People living in Byron Shire are very generous when it comes to volunteering. Twenty five percent of the population volunteer, totaling over 6,500 people.</p>

2021/22 Operational Plan Activities


OP Code	Operational Plan Activity	Measure	Comment	Status	
2.1.2.1	Support community organisations to maintain skills for spontaneous volunteers.	Capacity building support provided	<p>Staff have explored options for Spontaneous Volunteer Management (SVM) in the Byron Shire, consulting widely with disaster specialists in New Zealand and locally with Kyogle Council, Australian Red Cross, Resilience NSW, and the National Recovery Resilience Agency.</p> <p>Staff engaged Community Resilience Network members in discussions about options for SVM, including exploring a collaborative model. Funding and capacity are key issues. Another challenge is that there are insufficient place-based community organisations in the Byron Shire that could take up the role. In response to this, staff have explored the option of hiring an external provider, Disaster Response Australia in times of emergency. Currently investigating sustainable funding options and in discussions with TAFE NSW regarding training for organisations working with spontaneous volunteers.</p>	Achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
2.1.2.2	Support Council volunteers with the delivery and management of community facilities	Volunteer participation numbers	There has been numerous challenges for community hall volunteers to navigate throughout the past year, including the ongoing impacts of Covid-19 in 2021 and the recent impacts of the floods in 2022. To effectively support the hall volunteers with the delivery and management of community facilities, the approach has been human-centred and focused deeply on relationship-building and communication. Support, advice, and regular updates were provided to hall volunteers, including assisting the volunteers with problem-solving challenges associated with hall operations. A key aspect of this has involved liaising internally with key Council staff who hold the relevant expertise, to assist volunteers with resolving matters effectively. Support for volunteers has included a focus on creating opportunities for feedback and training, collaboration, improving systems and processes and acknowledging the diverse experiences of volunteers, committees and the communities they operate within.	Achieved	

2.1.3: Enhance opportunities for interaction with art in public spaces

Comment	<p>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. This year saw a new committee replace the Public Art Panel, the Arts and Creative Industries Advisory Committee.</p> <p>Support was provided to numerous community initiated Public Art projects including pictured temporary artwork, <i>MAGICA_L</i> by Emma Anna Chatter at Palm Park, Mullumbimby.</p> <p>The Lone Goat Gallery reopened in January and programming for 2022 has been focused on reinstating exhibitions that had been delayed due to covid closures and supporting local artists. The Gallery is also focused on bringing back public programs such as openings, artist talks, tours and kids activities.</p>
Highlight	<p>After an extensive COVID-related closure, the Lone Goat Gallery reopened in January 2022 with the highly successful and well-attended "Beach Dogs of Byron Bay", a posthumous exhibition commemorating the life and contribution of award-winning local photographer Rob Scott-Mitchell. The first five shows have been positively received and focused on reinstating exhibitions that were delayed during covid and supporting local artists.</p>

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	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 new annual Creative Public Spaces Grant Program was initiated in 2021. In 2022, the Grant Round was brought forward to March and the funds were redirected into emergency recovery assistance for ten Byron Shire artists to recover their artistic practice post-flood.</p> <p>A workshop was held with the Public Art Panel and Council Staff on 18 November to review the Development Control Plan (DCP) Public Art Chapter, and Council's broader public art processes. Support provided to numerous community initiated Public Art projects including pictured temporary artwork, 'MAGICA_L' by Emma Anna Chatter at Palm Park, Mullumbimby.</p> <p>Council initiated 'Memento Aestates' by artist Giovanni Veronesi installed in the redeveloped Rail Corridor in Byron Bay CBD. The draft Arts and Culture Strategy outlines goals and future directions for Public Art and will be reviewed by Councillors at the August SPW.</p>	Achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
2.1.3.2	Initiate Arts and Culture Strategy	Arts and Culture Strategy initiated	A draft Arts and Culture Strategy has been prepared in consultation with staff. The development of the Strategy was based on community feedback received in previous engagement activities. Following further consultation with staff in July, the draft Arts and Culture Strategy will be presented to Councillors for review and discussion. Once this has occurred, the draft Strategy will be shared with community members and key arts organisations for feedback.	Achieved	✓
2.1.3.3	Coordinate Lone Goat Gallery operations and programming	Lone Goat Gallery operational	The Lone Goat Gallery has been open since mid-January and programming for 2022 has been focused on reinstating exhibitions that had been delayed due to covid closures and supporting local artists. The Gallery has been operating with a Gallerist, a Gallery Assistant, funded through a Restart Grant through Arts Northern Rivers until June 2022 and a small team of volunteers. The first five shows have been positively received and it has been important to bring back public programs such as openings, artist talks, tours and kids activities. Work is underway to broaden the audience through new promotional materials, advertising and social media. Numbers are increasing and strategies are in place to capture data around visitation and community feedback. The Gallerist has also worked with groups and businesses in the community to reestablish and build new partnerships.	Achieved	✓
2.1.3.4	Provide information and advice to internal and external stakeholders to support Arts and Cultural Development.	Respond to Arts and Cultural enquiries as required	Arts and Culture Officer responded to requests for information and support from internal and external stakeholders for arts and cultural activities. This has included support letters, assisting with multiple grant rounds, providing strategic advice and arts expertise to Council on a range of projects and supporting gallery staff and operations. Key information and opportunities have been shared through the Lone Goat Gallery social media feeds to arts audiences.	Achieved	✓

2.1.4: Support Aboriginal cultural vibrancy within the Shire

Comment	Cultural vibrancy was supported through cultural expression and cultural restoration activities. Council continued to deliver the Arakwal MoU implementation plan, with progress including improved consultation and engagement processes.
Highlight	Council worked with Arakwal Corporation and Tweed Byron Local Aboriginal Land Council to incorporate cultural designs into the Skate Park wetlands boardwalk at the Sandhills Estate, celebrating the cultural and environmental significance of the land.

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
2.1.4.1	Support cultural expression and cultural restoration opportunities	4 cultural expression and cultural restoration opportunities supported	Council has supported a number of cultural expression and cultural restoration projects during the reporting period. Projects include, Sandhills skate park, NAIDOC Week, Reconciliation week and cultural interpretation projects in Railway Park.	Achieved	✓

2.1.5: Develop and maintain collaborative relationships with multicultural communities

Comment	Council has continued to support Byron Multicultural develop initiatives and events that celebrate Byron Shire Council's cultural diversity.
Highlight	Council supported Byron Multicultural with a whole-of-community survey. The survey was designed to gather insights and opinions from people from multicultural backgrounds. Council supported the group and provided advice on the development of questions. Council also produced a report detailing the survey results. This work will support Byron Multicultural to develop new programs and meet community need.

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
2.1.5.1	Coordinate citizenship ceremonies to confer new Australian citizens on behalf of the Department of Home Affairs	A minimum of 4 ceremonies held throughout the year.	Council hosted five Citizenship Ceremonies during the 2021/22 financial year, with some adjustments made to accommodate public health gathering restrictions. 285 people were conferred as new Australian Citizens.	Achieved	

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

Comment	The year Council has focused on building stronger relationships with Aboriginal community organisations and stakeholders including: Arakwal Corporation, Tweed Byron LALC, Jali LALC, Ngulingah LALC and Bugalwena Aboriginal Health. Council staff were supported to undertake meaningful consultation in key project areas including the Byron Skate Park, cemeteries and Native Title management.
Highlight	Council has supported a number of cultural expression projects, including through Talking Street Mullumbimby, where Arakwal artists, Nickolla and Kaitlyn Clark, created artworks that depict sacred stories of local forest and coastal middens on pavements around the intersection of Burringbar Street and Stuart Street.






2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
2.1.6.1	Build and maintain existing relationships with identified stakeholder groups	3 formalised opportunities for two-way sharing of knowledge	A significant amount of work has been put into strengthening relationships between Council and Aboriginal community stakeholders. Support for Arakwal, Tweed Byron and Jali Local Aboriginal Land Councils has been a focus during the the past year.	Achieved	✓

2.1.7: Support range of existing, emerging and major events

Comment	Council continues to administer applications for weddings, filming and events and provides support to event organisers through the events and festivals annual sponsorship program (though this experienced delays due to COVID and floods). Staff have received accolades from event organisers for their support and assistance given. Council collaborates with government, agency and industry on business policy and legislative reforms as required including the state government Fun SEPP and review of filming protocols.
Highlight	Film applications have been coming in at unprecedented volumes
Exceptions	Some events have been postponed/cancelled due to COVID and floods.

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	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.	Ongoing deliverable to support event organisers in the delivery of events.	Substantially achieved	
2.1.7.2	Deliver event and festivals annual sponsorship program	Review sponsorship program Advise Council on outcome of annual sponsorship program	Funding round delayed due to unforeseen circumstances (including impacts of flood and COVID). This is an ongoing activity.	Substantially achieved	
2.1.7.3	Administer licences for weddings, events, activities and filming on council and crown land	Report monthly statistics	Monthly statistics reported.	Achieved	
2.1.7.4	Investigate electronic event and festival application referral and management system	Report on investigation	There are constant improvements to project management software available, and staff continue to consider best practice models for electronic event and festival application referrals and project management systems.	Achieved	
2.1.7.5	Collaborate with government, agency and industry on business policy and legislative reforms as required.	Respond and participate when required.	Staff continue to liaise with government, agency and industry on policy and legislative forms as required. Staff also collaborate internally on related policy and procedural changes.	Achieved	



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



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



Comment	<p>Council facilitated community planning, advocacy and collaborative initiatives across priority issues including homelessness and access and inclusion.</p> <p>A particular focus is the The End Rough Sleeping Byron Shire Collaboration which aims to reduce and end rough sleeping through community action, partnering with over 40 stakeholders. Over the last year, Council has convened Collaboration workshops, a lived experience group, the Byron Shire Coordination group, a co-design group, and the Homelessness Internal Working group.</p> <p>Council also advocated for innovative responses to rough sleeping; mobile vaccination clinics, outreach flood recovery services and was a part of post-flood data collection exercise, with community organisations.</p>
Highlight	<p>The Byron Shire Coordination group works to improve outcomes for people sleeping rough. Convened by Council, the group includes 17 representatives from nine services, supporting up to 28 people per month. Last year 17 people exited homelessness into housing, measured using the By-Name List of people sleeping rough in Byron Shire</p>

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	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	<p>Facilitated and attended several community planning meetings to build capacity and develop shared actions including, the Domestic Violence Roundtable meeting, two community engagement sessions on the Community Strategic Plan, and multiple meetings with community partners and stakeholders to support recovery planning.</p> <p>In partnership with Resilience NSW, Council opened the Recovery Centre in Mullumbimby to provide face-to-face support for residents affected by the flood. Outreach to impacted communities was also organised through the Recovery Centre.</p>	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	Status	
2.2.1.3	Partner with Access Consultative Working Group to implement disability inclusion action planning priorities	Ongoing monitoring and reporting on disability inclusion outcomes	Access Consultative Working Group (ACWG) members provided strategic advice to Council based on lived experience to improve policies, strategies and plans and advance the inclusion of people with disability. Some key projects included the Brunswick Heads Library redevelopment project, the Brunswick Boat Harbour Upgrade and the Petria Thomas Pool at Mullumbimby. ACWG members were also deeply involved in the development of the Disability Inclusion Action Plan (DIAP) 2022-2026, including co-developing the community consultation process and community and staff surveys. Membership for the next term of the ACWG was determined from a pool of EOIs received through an open nomination process. New members to the ACWG were welcomed to their first meeting in May, and outgoing members formally thanked for their contribution.	Achieved	
2.2.1.4	Implement, monitor and report on the Disability Inclusion Action Plan 2017-2022	Annual reporting obligations met within statutory requirements	Regular reporting on Disability Inclusion Action Plan (DIAP) activities captured through the quarterly Operational Plan report. Outcomes of the DIAP activities will be reported on in the Annual Report and provided to Department of Communities and Justice in line with legislative requirements. This year, Council joined the Australian Network on Disability to support us to deliver better outcomes for people with disability, through the provision of services, tools, advice and specialised support.	Achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
2.2.1.5	Work in partnership with people with disability and carers in the development of a new Disability Inclusion Action Plan 2021-2025	People with disability are actively engaged in the preparation of the new DIAP 2021-2024	The Disability Inclusion Action Plan (DIAP) 2022-2026 was developed in collaboration with the Access Consultative Working Group (ACWG) and in consultation with people with disability, people with mental health conditions, carers, friends and families, disability services providers and community organisations. In line with requirements under the NSW Disability Inclusion Act 2014, Council consulted extensively with people with disability over eight weeks. Council received 148 responses to the community survey, three email submissions, five one-on-one telephone conversations, and held three online workshops which informed the development of the DIAP. Overall, feedback has been positive, and Council looks forward to working with the community to create change for people with disability, their families, carers and friends through the operationalisation of the DIAP 2022-2026.	Achieved	
2.2.1.7	Partner with Byron Community Centre to deliver Fletcher Street Cottage (homelessness hub)	Service Design Principles and Logic Model completed	The Fletcher Street Cottage opened in April 2022. Fletcher Street Cottage is a hub that provides support, information, referral and advocacy to people experiencing or at risk of homelessness in a safe, welcoming space. Council partners with the Byron Bay Community Association (BBCA) to provide this hub for community. Council provides regular support to Fletcher Street Cottage staff, including the provision of tailored capacity building workshops and advocacy to address unmet needs of service users. Service delivery principles and initial logic model have been co-developed and implemented.	Achieved	





OP Code	Operational Plan Activity	Measure	Comment	Status	
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	<p>The End Rough Sleeping Byron Shire Collaboration aims to reduce and end rough sleeping through community action, partnering with over 40 stakeholders. Council has convened Collaboration workshops, a lived experience group, co-design group, and the Homelessness Internal Working Group.</p> <p>The monthly Byron Service Coordination Group works to improve outcomes for people sleeping rough. Convened by Council, the group includes 17 representatives from nine services, supporting up to 28 people per month. Last year 17 people exited homelessness into housing, measured using the By-Name List of people sleeping rough in Byron Shire. Council advocated for innovative responses to rough sleeping; mobile vaccination clinics, outreach flood recovery services and a post-flood data collection exercise. In Byron Shire, 221 people were observed sleeping rough after the floods and 94% observed sleeping in vehicles. Council has prepared several policy submissions to advocate for homelessness systems change.</p>	Achieved	
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 have maintained ongoing dialogue with National Parks on accessibility and access issues.	Achieved	

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

Comment

The Children's Services portfolio continues to strive for Exceeding practice under the National Quality Framework and standards.

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	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;	Delivered high quality business and educational outcomes for Children's Services. Implemented new structure with emphasis on improved business processes. State Government vaccine mandate resulted in challenges recruiting staff, this has now been revoked and staffing arrangements are now being rectified to suit optimum capacity.	Achieved	
2.2.2.2	Lead Early Childhood sector engagement experiences for the Children's Services portfolio teams	Number of sector development activities undertaken	Children's Service's portfolio consistently and actively demonstrates engagement with a wide variety of sector stakeholders and will continue to do so under the National Quality Standards.	Achieved	
2.2.2.3	Embed the National Quality Standards within the delivery of early childhood care and education at an exceeding level	Achieve the 'Exceeding National Quality Standard' rating	The Children's Services portfolio continues to strive for Exceeding practice under the National Quality Framework and standards. Significant progress has occurred at all four sites and practice and policy are highly improved.	Substantially achieved	
2.2.2.4	Review and update Children's Services Policy in line with National Quality Framework and standards	Policy reviewed and adopted	Policy review, consultation and amendments are in process, and will be completed by end of 2022.	Partially achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
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	The Children's Services portfolio project team continue to drive governance progress across all four sites for early and middle childhood exceeding practice and outcomes.	Achieved	✓
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	Professional Development plan is implemented and facilitated for 2022.	Achieved	✓

2.3: Provide accessible, local community spaces and facilities

2.3.1: Increase accessibility of facilities

Comment	<p>Council worked directly with people with a lived experience of disability and their carers and relevant agencies to inform access and inclusion priorities.</p> <p>Two access improvement projects were delayed due to the flooding, including the installation of access ramps at Brunswick Head Community Hall and Marvell Hall.</p>
Highlight	<p>A key priority that emerged from the new Disability Inclusion Action Plan (DIAP) 2022-2026 was the need to ensure Council facilities are accessible and support inclusive participation and that businesses in the Shire are more inclusive and accessible to people with disability, parents with prams, and older people as well as friends and families.</p>

2021/22 Operational Plan Activities



OP Code	Operational Plan Activity	Measure	Comment	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	Design, engineering and planning for these projects took considerably more time than previous years. Availability of these services was low and each project took approximately eight months to complete the design and planning process. Program was put on hold in March 2022 to allow current funding to be utilised for flood remediation works to community buildings.	Deferred/Delayed	▶▶

2.3.2: Support effective management of community buildings (SP)

Comment	<p>Council continued working with Section 355 Management Committees, licensees and lessees to support and improve community building management.</p> <p>A review was undertaken into the management of community buildings. The key areas of improvement have focused on risk reduction, process improvement, information sharing and collaboration, and supporting increased capacity building for community volunteers.</p> <p>The maintenance, capital upgrades, renewal and enhancement program was delivered as scheduled, informed by both access requirements and the strategic asset management plan. Some of this work was impacted by the floods.</p>
Highlight	<p>A review of the existing Section 355 Committee structure and governance was undertaken with recommendations to Council for improvements. During this review, committee members were invited to provide feedback on the current operations. As a result of feedback received, Council has updated documentation, changed systems and processes, focused on relationship-building, and created opportunities for further training and support to volunteers.</p>

2021/22 Operational Plan Activities


OP Code	Operational Plan Activity	Measure	Comment	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	<p>Over the past year, the community building management model and S355 Halls and Venues Guidelines have been continually reviewed by Council staff who hold the appropriate knowledge and expertise. To support this, a Governance Review of the S355 Hall Committees was also undertaken by an independent consultant. Key findings indicated a significant number of challenges relating to governance and risk, which resulted in reports to Council with numerous recommendations for improvement. The key areas of improvement have focused on risk reduction, process improvement, information sharing and collaboration, and supporting increased capacity building for community volunteers. This has included updating documentation, changing systems and processes, relationship-building, and creating opportunities for further training and support. Supporting Council volunteers with the delivery and management of community halls will continue into the next financial year.</p>	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	Status	
2.3.2.2	Administration of former Byron Hospital site	Signed head lease agreement and adopted financial model.	Lease terms and conditions agreed upon by both parties. Legal teams are finalising wording so documents can be signed. which is likely to happen in July 2022.	Achieved	
2.3.2.3	Detailed design and development approval for former Byron Hospital site	Development approval in place and construction out to tender	The DA for repurposing the old hospital buildings is being assessed. DA approval and quantity surveyor cost estimation is expected early in 2022/23	Substantially achieved	

2.3.3: Provide high quality library services (SP)

Comment	<p>Council continues to deliver high quality library services through Byron Bay library, Mullumbimby library, Brunswick Heads library and the mobile library.</p> <p>A revised RTRL governance structure has been agreed in principle by member Councils and the Committee. This will include a new Deed of Agreement from 1 July 2023 supported by Service Level Agreements for each member Council with oversight from a Committee and support from a Senior Leadership Group.</p>
Highlight	<p>Council partnered with Social Habitat to develop a concept design for a proposed upgrade to Brunswick Heads library. Social Habitat undertook consultations with key stakeholders, including the Access Consultative Working Group and Friends of the Library to ensure community ideas and feedback were included in the design.</p>

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
2.3.3.1	Collaborate on RTRL transition to a revised operating model	New operating model agreed; transition plan developed; implementation commenced	A revised RTRL governance structure has been agreed in principle by member Councils and the Committee. This will include a new Deed of Agreement from 1 July 2023 supported by Service Level Agreements for each member Council with oversight from a Committee and support from a Senior Leadership Group.	Achieved	

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

Comment	Public parks, reserves and beaches, Sportsfields and cemeteries were maintained throughout the year as per agreed Levels of Service.
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2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	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 have been successfully rolled out across parks, reserves, sports fields, cemeteries, holiday parks and natural areas as per defined Levels of Service.	Achieved	✓
2.3.5.2	Deliver beach safety programs as adopted	Program developed and reviewed annually with Stakeholder input	Lifeguard services provided across the Shire, annual meeting with ALS complete. Ongoing liaison with Byron Surf Lifesaving Club.	Achieved	✓
2.3.5.3	Provide ongoing support for the Byron Safe Beaches committee	Ongoing support provided	There have been no recent meetings of the Safe Beach Committee. Council staff have completed a study of the existing naming of Shire-wide beaches and will be placing this on public exhibition for community input later this year. On completion of this project the formalisation of beach names will assist emergency services response and overall community safety.	Achieved	✓
2.3.5.4	Manage contracts for operation of Byron Bay and Mullumbimby Swimming Pools	forecasted revenue met and expenditure not exceeded	Annual contract management for both pools achieved. Mullumbimby pool flood remediation works continue. Both pools set to open in September 2022.	Achieved	✓
2.3.5.5	Delivery of operations and maintenance program for Tyagarah Airfield	Ongoing maintenance delivered	Operation and maintenance programs for the airfield achieved. Runway and obstacle limitation surface intrusions have been addressed through the annual vegetation management program..	Achieved	✓
2.3.5.6	Undertake daily safety inspections at Tyagarah Airfield	completed daily safety inspections	Daily runway safety inspections have been completed and documented in compliance with and CASA and Regulation guidelines.	Achieved	✓

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

Comment	Upgrades to Linda Vidler Park infrastructure and the current planning processes around Heritage Park Mullumbimby, Mullumbimby Pool and the Bangalow Sportsgrounds reflect priority actions within the adopted Recreation Needs Assessment program.
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2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	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 have been completed across Shire-wide park infrastructure and playgrounds to ensure public safety.	Achieved	✓
2.3.6.2	Renewal of playground equipment (Shire wide - emergent)	Completed as scheduled and budgeted	Reactive renewal of individual items has occurred all 34 playgrounds and two sets of outdoor exercise equipment. on a prioritized basis. Playground soft fall has been replaced under annual programs. The Evans Street play unit was significantly refurbished and renewal of play items completed at Jacaranda playground. Installation of new accessible play elements at Gaggin Park is being finalised and renewal of Byron Recreation Grounds playground is scheduled for September.	Achieved	✓
2.3.6.3	Seek funding to upgrade playground facilities to accessibility standards	Funding application submitted as appropriate	All available grant opportunities have been explored, Funding was applied for towards upgrade of Byron Recreation Grounds playground, but to date has been unsuccessful. Successful grant funded accessibility upgrades to Gaggin Park are now being finalised.	Achieved	✓
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.	Accessible public toilets renewal and pathway works have been completed, along with disabled parking space provision. Installation of the new New accessible play equipment elements started June 28th, and is now being finalised.	Achieved	✓

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

Comment	Engagement programs initiated with sport user groups and community assisted in ensuring maintenance and upgrade of Playgrounds, Parks , Open Spaces and Sportsfields core focus on Community Solutions Panel values including Safety, Accessibility, Community Wellbeing and Connectivity.
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2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
2.3.7.1	Operation of Cavanbah Centre and sports fields and delivery of adopted capital works programs	Completed as adopted	Despite impacts from COVID-19 and flood recovery, the Cavanbah Centre has continued to provide services to community sport organisations throughout the year. The Centre operated in a COVID-Safe environment until February, also hosting COVID-19 testing. Through the floods the center operated as home base for 500 ADF troops, and briefly operated as a flood evacuation center, whilst continuing to maintain community recreation services. Activation of the center has been increasing as a direct reflection of increased community engagement with the North Coast Academy of Sport and the National Rugby League working to host activities at the center. A \$30,000 Sport NSW Active-Fest grant has allowed school holiday programs to be developed for July. Planned capital upgrades to roofing, solar systems and venue ventilation have been completed, with drainage improvement works across the facility now underway.	Achieved	✓
2.3.7.2	Maintain each of the Council owned parks, reserves, and sports fields to agreed level of service	Open spaces maintained to agreed levels of service	Maintenance programs reflecting agreed Levels of Service have been rolled out across 827 unique areas including 45.7ha of sports fields, 123 parks and reserves covering an area of 62.5ha, 12.7km of urban verge areas, 3km of APZ pathways 286 Garden beds, 4 Cemeteries covering 12.4ha, 11.2km of Cycleways and laneways, 26km of easements, and the 13ha Tyagarah Airfield.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	Status	
2.3.7.3	Byron Bay town centre renewals - delivery of adopted elements of the Landscape/Precinct Plan	Deliver adopted program of works	The Public Domain Design Guide is at final draft stage in preparation for Council consideration for adoption. Upgrades to the Rail Corridor precinct and the Byron Information Centre were successfully completed, and a new Public Amenities was installed on Tennyson Street. The streetscape furniture renewal program saw 6 seats on Jonson and Lawson streets upgraded. Disability access ramps were installed on Jonson Street and new Bike Racks at the Fletcher Street Cottage.	Achieved	✓
2.3.7.4	Maintain all towns and village streetscapes to agreed levels of service	Maintained to agreed levels of service	Open Space and Facilities Towns & Villages and Better Byron units have been providing regular maintenance service across the Sire's town and village streetscapes.	Achieved	✓
2.3.7.5	Operate and maintain Shire's cemeteries	Program meets adopted budget	Cemeteries staff have provided cemetery services and associated maintenance programs across Byron, Bangalow, Mullumbimby and Clunes cemeteries.	Achieved	✓
2.3.7.6	Coordinate the Natural Burial committee for Vallances Road	Suitable site selected	Significant constraints to site access have been identified and a feasibility study is now underway into options for access upgrade to the site, including survey, concept design and costing. This is to be presented to Council by September 2022 to further clarify the potential development of this site. Progression of options for a Natural Burial Ground is continuing via the Project Reference Group.	Substantially achieved	
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	Actions completed include entering into a Licence agreement with Suffolk Park Community gardens and assisting with delineation of the gardens area using repurposed bridge timbers. Additional seating has been installed around the pump track along with an extended asphalt apron at the entrance area. Detail design for drainage upgrade across the park is progressing and detail design for the upgraded Suffolk Park Football Club facilities is currently underway, along with the REF for the project.	Achieved	✓

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

Comment	All required applications have been lodged. Work on the transition will continue as applications are determined.
Highlight	The classification and categorisation for a further 7 reserves was finalised during 2021/2022

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
2.3.8.1	Progress outstanding responses to applications to Minister for initial classification and categorisation of applicable reserves and one-off applications	All Council applications lodged with Crown Lands	Progress has been made with most reserves now classified and categorised. A small number remain deferred, at the decision of Crown Lands. For those reserves, no further action by Council is required at this time.	Achieved	✓
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	The Plan of Management for Bangalow Sports fields has been the major focus and consultants have been engaged to undertake review which will be completed over the next six months.	Achieved	✓
2.3.8.3	Meet Crown Lands reporting and funding requirements	Compliant reporting	Completed.	Achieved	✓
2.3.8.4	Inclusively work with community groups to develop Plans of Management for Crown Reserves	Ministerial approval of Plans of Management	There has been some delay in progress as staff await determination of the Classification and Categorisation applications by the Dept. of Crown Lands and Dept. of Primary Industries and Environment before preparation of Plans of Management can commence.	Partially achieved	□

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



2.4.1: Provide and facilitate local emergency management







Comment	EOC/AOC upgrades completed including provision of generators for emergency backup power and now fully operational at the depot
Highlight	EOC upgrade at the depot to meet standards and operational requirements

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	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 and was for the majority of the year. Some system failures from our flood warning network gauges are inevitable with aging infrastructure and the nature of these gauges. They have happened from time to time and did unfortunately happen during the March flood event. A number of small upgrades have been completed this financial year and more are planned next financial year to reduce this risk as much possible, given funding allocations. The team are taking every opportunity to build in more redundancy for the system.	Achieved	✓
2.4.1.2	Attend TBLEMC and Regional Emergency Management Committee (REMC) meetings	Attend meetings as required throughout year	All TBLEMC and REMC meetings attended when called or scheduled throughout the year. EOC activated during Feb March natural disaster flooding event.	Achieved	✓
2.4.1.3	Undertake exercises of EMP and CMG's as decided by TBLEMC	Attend exercises as required throughout year	No formal exercises were planned in this financial year. However, Staff were trained and IMS system was utilised in an internal emergency exercise in December in lieu of LEMC scheduled exercises.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	Status	
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	Formal emergency management training schedules are provided within Resilience NSW training calendar however classroom based training was impacted by Covid restrictions which proved to be problematic for the efficient management of staff programming. Staff training opportunities including for internal IMS emergency management procedures have been undertaken where offered such as scenario training in IMS systems and procedures. Council has had sufficiently experiences/trained staff to attend to emergency operations throughout the year.	Achieved	✓
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 have been updated into the system when identified on an ongoing basis throughout the year. IMS event scenario exercise scheduled for Dec 2021 has been completed. Staff being trained in Reflect and Recover in readiness for natural disaster action when called upon as part of onboarding processes. IMS event activated for Feb March natural disaster flood event.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	Status	
2.4.1.6	Deliver 'Strengthening Community' workshops	14 workshops delivered to at-risk communities.	<p>Following a tender process, Council engaged the Australian Red Cross (ARC) to deliver 14 Strengthening Communities workshops and 15 Street Meets to create stronger networks, deepen local understanding of each community's strengths and vulnerabilities and support community resilience.</p> <p>COVID lockdowns impacted this project in the first half of the financial year, and the project was largely on pause. The Red Cross team worked hard between March and June to deliver the activities and engage communities in the development of Community Resilience Teams (CRT). Fifteen CRTs have been created across the Byron Shire. ARC supports these CRTs with resilience and capacity building support such as the provision of training, information, applying for grants, understanding the emergency management arrangements and connecting community with emergency communications. Although this project is close to completion, it will continue into the next financial year with the associated Street Meets project.</p>	Achieved	
2.4.1.7	Deliver Street Meets Workshops	14 workshops delivered to at-risk communities.	<p>Following a tender process, Council engaged the Australian Red Cross (ARC) to deliver 15 Street Meets to create stronger networks, deepen local understanding of each community's strengths and vulnerabilities and support community resilience. COVID lockdowns impacted this project in the first half of the financial year, and planned larger Street Meet events with emergency services were cancelled. The February/March floods further impacted the project and the team adapted the Street Meet events in light of the response and recovery efforts. Eleven of the 16 Street Meet engagements have been completed. The adjusted model ensured Red Cross staff were able to offer grant application support, recovery information and psychological first aid. This project will continue into the next financial year with larger Street Meet events planned that will include emergency services.</p>	Substantially achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
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	Council engaged a consultant to support the delivery of the Extreme Wet Weather Protocol. Community engagement was undertaken with people sleeping rough and homelessness service providers in collaboration with Council's Public Space Liaison Officers. The development of the protocol relies on partnership with NSW Health, Department of Communities and Justice, Healthy North Coast and Specialist Homelessness Services. This work has been delayed due to staff capacity, the impact of COVID and the floods, and will resume in 22/23.	Substantially achieved	
2.4.1.9	Deliver Get Ready Business Resilience workshops	Workshops delivered	Get Ready Business workshops conducted on 5 and 12 October. Mental health and natural disaster recovery for business owners workshop conducted on 17 May 2022.	Achieved	
2.4.1.10	Develop and deliver Aboriginal Custodianship and Caring for Country workshop	Delivery of 7 workshops for year 1 of the overall project	Project Successfully Completed. Workshops have been delivered in the Byron Shire to Rural Fire Service, NSW Fire and Rescue, Red Cross, Marine Rescue, NSW Police, local neighbourhood centres, Council staff, and the Aboriginal community. Positive feedback has been received about the workshops, and many emergency services organisations have requested further workshops.	Achieved	
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). EOC/AOC operational.	Achieved	
2.4.1.12	Develop an Asset Protection Zone & Fire Trail Management Program	Program endorsed by the FNC BFMC	Contractors and staff have made good progress on primary works involving fuel reduction and APZ enhancement through the year aided by Resilient Communities funding. New works have commenced in Ocean Shores will continue to receive attention in 2022/23.	Achieved	
2.4.1.13	Establish a local Emergency Operations Centre	New or existing EOC upgrade to current standards operational	upgraded EOC/AOC is fully operational and was utilised during the February/March Natural Disaster event	Achieved	


OP Code	Operational Plan Activity	Measure	Comment	Status	
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 have been completed within available budgets.	Achieved	✓
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.	<p>Council monitored the COVID situation and promoted the lead agency's (NSW Health) advice. Staff participated in meetings with emergency services (ie LEMC meetings, Resilience NSW, SES), and with the Community Resilience Network particularly in relation to school holidays, Schoolies, and the NSW/QLD border. Staff coordinated bulk distribution of PPE to local community service and Aboriginal organisations, local business and community. A key focus has been supporting people experiencing homelessness with ongoing advocacy and support.</p> <p>The Disaster Resilience Office participated in the COVID Health and Wellbeing Working Group facilitated by Resilience NSW, and the Northern Health and Wellbeing Subcommittee facilitated by Department of Primary Industries. Staff coordinated a Community-led COVID response meeting with concerned community groups and organisations and supported the creation of a COVID Support Document led by Resilient Byron and Mullumbimby Flattening the Curve.</p>	Achieved	✓
2.4.1.16	Promote and maintain Climate Wise Communities website	Website mapping layers and content reviewed and updated to maintain currency	<p>Climate Wise website is live and operational. QIT+ manage the website alongside the Emergency Disaster Dashboard.</p> <p>Staff will continue to monitor and evaluate the effectiveness of the tool during 2022-2023.</p> <p>Council and Australian Red Cross continue to promote the website via social media, workshops, flyers and meetings.</p>	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	Status	
2.4.1.17	Assist in delivery of community 'Firewise' education	As per FNCBMP	Due to frequent rain RFS Firewise activities were not highly featured this year, but staff have assisted RFS when able including through development of targets for Community Awareness programs identified within the new Fuel management plan for Ocean Shores.	Achieved	✓
2.4.1.18	Maintain official APZ, SFAZ, and fire trail access on council tenured land	3 times a year dependent on vegetation type	APZs all maintained where prevailing wet conditions have allowed with the work being aided by upgrade of Council's tractor/slasher unit. Community Resilience funding received by Council has been utilized for maintenance of APZs and associated manual fuel reduction works on steep reserves in Ocean Shores, notably in the Flinders Way and Carramar Reserve areas.	Achieved	✓
2.4.1.19	Represent Council at Far North Coast Bushfire Management committee meetings quarterly	Quarterly reports to biodiversity advisory committee	Many meetings this year were postponed due to COVID or storms. Council has continued to contribute to associated activities as we are requested.	Achieved	✓
2.4.1.20	Maintain fire management actions on FRS BRIMS database	As part of management actions	BRIMS was in November upgraded to a new RFS Guardian system and staff training completed. The prevailing wet weather has resulted in no recent actions for reporting, but systems will be updated as required.	Achieved	✓

2.4.2: Support community driven safety initiatives

Comment	Council supported two initiatives to increase safety and perceptions of safety, including Soul Street New Year's Eve and Street Cruise - delivered in partnership with Byron Youth Service. Council also participated in the Community Drug Action Team meetings and associated events.
Highlight	Council partnered with NSW Police and Experience Rova to deliver Soul Street NYE, a family-friendly event utilising place activation strategies through art, food, play, music and performance activities to increase community safety. Key achievements included: 12,000 attendees, 32 artists engaged (40% local artists), 28 businesses engaged, 8,077 Soul Street website visits and 85% attendees surveyed said they were extremely likely to attend the event again. NSW Police reported zero assaults for the second year running. Adequate police activity was central to reducing alcohol-related violence over NYE.

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
2.4.2.1	Support and deliver programs that improve community safety	3 community safety projects supported	<p>Three initiatives were supported to increase actual and perceived safety in the Byron Shire including: delivery of Soul Street New Year's Eve, participation in the Community Drug Action Team and associated events and Street Cruise, a harm minimisation and outreach service for young people facilitated by Byron Youth Service.</p> <p>Council partnered with NSW Police and Experience Rova to deliver Soul Street NYE, a family-friendly event utilising place activation strategies through art, food, play, music and performance activities to increase community safety. Key achievements included: 12,000 attendees, 32 artists engaged (40% local artists), 28 businesses engaged, 8,077 Soul Street website visits and 85% attendees surveyed said they were extremely likely to attend the event again. NSW Police reported zero assaults for the second year running. Adequate police activity was central to reducing alcohol-related violence over NYE.</p>	Achieved	

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	Comment	Status	
2.4.3.1	Monitor, investigate and respond to unauthorised land use, development and environment complaints	100% response to Very High Compliance Priorities identified in the Compliance Priority Program & 80% customer service requests completed	During the July to March period there were: - 882 CRMs received - 795 CRMs finalised - 333 CRMs remain open at varying stages of the compliance action process.	Achieved	✓
2.4.3.2	Undertake proactive camping patrols of streets and public places throughout the Shire	Patrols of streets and public places undertaken for unauthorised camping activity (> 7 weekly) Patrol roster maintained to meet peak period demands	Staffing is maintained to ensure Community Enforcement Officers undertake regular patrols throughout the Shire. During 2021/22 there were: - 431 CRMs received - 434 CRMs completed - 5 CRM is outstanding	Achieved	✓
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.	During 2021/22 the Public Space Liaison Officers undertaken the following activities: No. of clients engaged - 1,504 Referrals made - 251 Information provided - 980 Joint Patrols - 226 Clean ups organised - 20 DCJ - T/A referral - 28 SHS referrals (not taken on by service) - 3 Material aid given - 158 People added to By Name List (BNL) - 44 Meetings attended - 22	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	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 2021/22 there were:</p> <ul style="list-style-type: none"> - 777 CRMs received - 772 CRMs completed - 33 CRMs remain outstanding 	Achieved	✓
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> <p>During 2021/22 there were 99 attacks reported.</p> <p>All impounded animals are returned to owners where possible, or rehomed with the assistance of local animal welfare groups.</p>	Achieved	✓
2.4.3.6	Facilitate companion animals education	2 programs delivered & communications updated to promote responsible pet ownership	<ul style="list-style-type: none"> - Dogs in Public Space policy is being formulated by Consultants. The draft policy will be put on public exhibition later in 2022. - The Keeping Cats Safe at Home project is funded by a \$2.5 million grant from the NSW Environmental Trust's Major Projects Prospectus. Through this project Council is encouraging people to become more responsible cat owners by setting out what best practice looks like and providing practical steps to help keep both pets and the surrounding wildlife safe and protected. 	Achieved	✓
2.4.3.7	Undertake regular and frequent parking patrols to increase availability and turnover in the Town and Village centres	Patrols undertaken of towns and villages (7 day/weekly) Patrol roster maintained to meet peak period demands & 80% customer service requests completed	<p>Staffing is maintained to ensure Community Enforcement Officers undertake regular patrols throughout the Shire.</p> <p>During 2021/22 there were:</p> <ul style="list-style-type: none"> - 1,155 CRMs received (697 parking related, 448 abandoned vehicles, 10 for sale related) - 1,123 CRMs completed - 73 CRMs remain outstanding 	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	Status	
2.4.3.8	Monitor, investigate and respond to public and environmental health matters through proactive inspections and surveillance programs	Inspections completed compliance (>90%) Customer service requests attended to within response times (>85%) Comments to Liquor & Gaming Authority on license applications attended to within response times (>80%)	Public health complaints are responded to in accordance with the Compliance Action Plan. During 2021/22 period there were: - 322 CRMs received. These can be broken down between public health issues (79) and pollution reporting (243). Of these, Noise pollution was the most reported issue. - 356 CRMs completed - 68 CRMs remain outstanding.	Achieved	✓
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%)	At 30 June 2022 there are 508 food businesses registered in the Byron Shire. During 2021/22 there were 332 inspections carried out in registered food businesses. This included education on safe food practices during Covid 19 restrictions. During 2021/22 there were 217 Market Stall permits issued with 49 Inspections were carried out. Note: Splendour in the Grass and Falls Festival were not held during 2021/22 due to Covid 19 restrictions.	Achieved	✓
2.4.3.10	Deliver the Onsite Sewage Management System inspection program	Inspections completed (>10%) and system compliance (>80%)	During 2021/22 period there were 168 onsite sewage management inspections carried out.	Achieved	✓
2.4.3.11	Review the Onsite Sewage Management Policy and Procedure Manual	Policy review complete	The draft Onsite Sewage Management Policy will be referred to Council for exhibition in 2022/23.	Achieved	✓
2.4.3.12	Deliver environmental and public health education programs to the community	Provide 'I'm Alert' online food education training (1) & Number of Food Safety Newsletters developed (2) distributed	Link to 'I'm Alert' training is published on Council's website for business owners to participate in their own time. Communication with food businesses is undertaken on an as-needs basis via email.	Achieved	✓

2.5: Encourage community appreciation of cultural vitality and diversity

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

Comment	Council continues to work with Aboriginal community stakeholders to ensure that Aboriginal cultural heritage is valued and protected. Funding and grant opportunities remain an impediment to progressing the Aboriginal and Cultural Heritage Mapping. Further discussions required to ensure the Aboriginal Cultural Heritage management, strategy, and mapping progresses.
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2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
2.5.1.1	Aboriginal Cultural Heritage management, strategy, and mapping	Project completed to meet OEH grant requirements	Funding and grant opportunities remains an impediment to the project moving forward. Further discussions need to be undertaken with Councillors and staff to ensure the Aboriginal Cultural Heritage management, strategy, and mapping progresses.	Deferred/Delayed	▶▶

2.5.2: Recognise and support the heritage of Byron Shire

Comment	Reconvened the Heritage Committee Commencing Community consultation on Brunswick Heritage study
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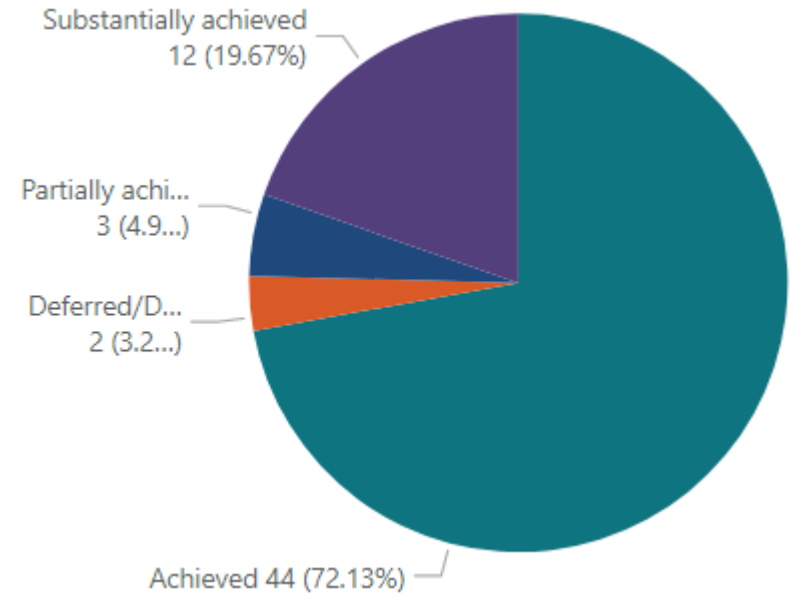
2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
2.5.2.1	Coordinate the Heritage Advisory Panel	4 meetings held	The new Heritage Advisory Panel has selected dates for meetings for the rest of 2022. The Panel will continue to review relevant development proposals and make submissions when referred by the Planning team.	Achieved	✓
2.5.2.2	Conduct the Local Heritage Places Grant Program	Program complete to meet OEH grant requirements	Works are continuing on properties where grants were issued. Due to flooding, an extension for works to be undertaken was given until December 2022. 2022/23 Grants are will be open in July 2022.	Achieved	✓
2.5.2.3	Coordinate the Heritage Advisory Service	Program complete to meet OEH grant requirements Level of service use (referrals and advice >10)	Heritage advisory services are provided by Clarence Heritage. Meetings will be planned and advertised as per the availability of the Adviser.	Achieved	✓



Community Objective 3: We protect and enhance our natural environment

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



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

Comment

Over \$850,000 grant funding was secured in 2021/22 to implement strategies and plans such as the Biodiversity Conservation Strategy and Koala Plan of Management.

Council continues to undertake CSIRO quarterly flying fox census and has works closely with the flying fox project reference group, in the management of camps in the shire. Approximately 800m of the Brunswick riverbank and Flying-fox habitat has been restored through the NSW Environmental Trust Flying Improvement project.

Over 6ha of koala habitat on private land has been restored and in partnership with DPE approx. 3,000 koala food trees have been provided to landholders and monitoring has been undertaken to determine the impact of the flood on koala tree plantings. In conjunction with DPE and wildlife carer groups priority hot spots for koala vehicle strike mitigation have been identified.

Shire wide draft wildlife corridor mapping has been prepared which included a rigorous peer review by experts and will be available for consultation in the later half of 2022.

Staff attended Guardian fire planning training to support investigation into hazard reduction/ecological burn at Honeysuckle Hill (Clay Heath) and attended Northern Rivers Fire and Biodiversity Consortium meetings.

Investigating opportunities to provide incentives for landholders to conduct restoration works on their properties that will assist with long term biodiversity conservation continue including devolved funding to 11 landholders to establish agricultural and environmental weed control through the managed grazing incentives and bush regeneration on over 200 ha land in Byron Shire.




Council partnered with Brunswick Valley Landcare (BVL) to deliver Slips Slopes and Slides workshop restoring landslips and riverbank erosion, and to launch Climate Resilient Landscapes Guide and Council continues to support the work of BVL including the Land for Wildlife Program and local landcare groups.




Byron Shire Council is the only council in the Northern Rivers region to have applied environmental zones on private land, with most of this a result of agreed outcome with landowners. This has so far resulted in a net gain of conservation zoned land in the shire compared to the previous Local Environmental Plan.


Highlight	The wild dogs, foxes and cats trapping programs continue on Council-managed land. Council participates in the Feral Deer Working Group and supports the Local Land Services Feral Cat Trapping program and community education program 2021.
	Mitchells Rainforest Snail potential habitat has been mapped and flora and fauna lists have been revised.
	Great success in securing grant funding to implement environmental strategies



2021/22 Operational Plan Activities






OP Code	Operational Plan Activity	Measure	Comment	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>Grants received 2021-22:</p> <ul style="list-style-type: none"> - \$9,220 - DPE - Koala habitat flood mapping. - \$101,211 -NSW Koala Strategy - restoration 6ha koala habitat in Byron Shire. - \$24,000 - DPE - Update vegetation & HEV mapping. - \$11,000 - DPE - Map fire dependent open forest ecosystems. - \$8,800 - DPE - Threatened roadside veg audit. - \$30,000 - DPE - Impact of recreational use on coastal biodiversity. <p>Grants implemented 2021-22:</p> <ul style="list-style-type: none"> - NE Hinterland Koala Habitat - \$45,000, NSW Koala Strategy. - Koala Activity Surveys - \$20,000, NSW Koala Monitoring Framework. - Commonwealth Combating Pests and Weeds Project - \$299,000, agricultural extension, pest animal, environmental & agricultural weed control. - 1.8km Brunswick River rehab - \$39,595, NSW DPI Fish Habitat Action Grant. - 900m Brunswick River stabilization & rehab - \$189,000 NSW Fish Habitat Restoration Program 2020. - 800m Brunswick River & Flying-fox habitat restoration, Pre-School book - \$79,050, NSW Environmental Trust Flying Improvement. 	Achieved	






OP Code	Operational Plan Activity	Measure	Comment	Status	
3.1.1.2	Revise Shire-wide Wildlife Corridor Mapping (Biodiversity Conservation Strategy Action 1.18).	Wildlife Corridor Mapping finalised	Final Wildlife corridor report and map provided to Council staff in May 2022. Report to be presented to Council, for public exhibition 11 August.	Substantially achieved	
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.	Achieved	
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.	Achievements this financial year include: - \$101,211 funding received from DPE under NSW Koala Strategy to support restoration of an additional 6ha koala habitat on private land in Byron Shire. - Koala Food for the Future and NE Hinterland koala habitat restoration projects completed - over 12 ha planting and restoration over 3 years. - \$57,000 funding through Commonwealth Combating Pests and Weeds During Drought Project to 11 landholders to establish agricultural and environmental weed control through the managed grazing incentives and bush regeneration, over 200 ha land in Byron Shire.	Achieved	


OP Code	Operational Plan Activity	Measure	Comment	Status	
3.1.1.5	Continue the E zone review (Action No.9 from Rural Land Use Strategy)	Review progressed in stages	<p>The C zone Review program is substantially progressed and date Stages 1 - 3 have collectively resulted in a net gain of 1,420ha of C2 Environmental Conservation zones on private land, when compared to areas previously zoned 7a, 7b, 7k & 7j in Byron LEP 1988. To date Byron Shire Council is the only council in the Northern Rivers region to have applied environmental zones on private land, with most of this a result of agreed outcome with landowners.</p> <p>Stage 4 C Zones Review (previously E zones) has commenced with early engagement underway for Council, public authority, and Aboriginal owned lands. This is an ongoing action that is expected to be completed in 2022/23 financial year.</p>	Achieved	
3.1.1.6	Implement the Shire wide Integrated Pest Management Strategy	Implement budgeted program	Council's Bush Regeneration unit have been proactive in addressing threats to high environmental value vegetation. The adopted Steam Weeding program has continued to be rolled out across the Shire. Community understanding of the Integrated Pest Management Program has grown in the last year leading to less complaints about the use of pesticide.	Achieved	
3.1.1.7	Implement the Flying Fox Camp Management Plan (Biodiversity Conservation Strategy Actions 2.4, 4.9, 4.17 & 4.18).	<p>Meetings with Community Project Reference Group (3)</p> <p>Survey flying fox camps every 3 months.</p>	<p>Implementation of Flying Fox Camp Management Plan 2018-2023 is ongoing and will continue into 2022-23. Achievements this financial year include:</p> <ul style="list-style-type: none"> - Completion of quarterly flying fox census. - Engagement with flying fox project reference group, including field day. - Restoration of 800m of Brunswick riverbank and Flying-fox habitat under 3rd year of NSW Environmental Trust Flying Improvement project. - Staff attendance at National Flying Fox Forum, funded by LGNSW scholarship. 	Achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
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.	Implementation of the Byron Shire Coastal Koala Plan of Management is ongoing and will continue into 2022-23. Achievements this financial year include: - \$101,211 NSW Koala Strategy grant to support restoration of 6ha koala habitat on private land. - \$9220 funding from DPE to monitor flood affected koala plantings. - Working with DPE to provide additional koala habitat trees to local landholders, including flood damaged sites. - approx 3,000 trees to date. - Participation in Regional Koala Group and Regional Koala Partnership. - Completion of 2021 Koala Activity Surveys. - Leash Up dog-owner engagement pilot winning Local Government NSW Excellence in the Environment award in the Communication, Engagement and Empowerment stream. - Social media posts regarding koala road strike. - Continuing to progress koala habitat planting projects and to update database of interested landholders.	Achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
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.	NE Hinterland and Koala Food for the Future habitat restoration projects completed - approx 12 Ha planting and restoration on private land. New habitat restoration program includes: - \$101,211 NSW Koala Strategy grant to support restoration of 6ha koala habitat on private land. - \$9220 funding from DPE to monitor flood affected koala plantings. - Working with DPE to provide additional koala habitat trees to local landholders, including flood damaged sites. - approx 3,000 trees to date. Attended Regional Koala Group and Regional Koala Partnership meetings throughout year and participated in recruitment of Regional Koala Officer. Partnering with DPE and wildlife carers to identify opportunities for koala vehicle road strike mitigation in Byron Shire.	Achieved	
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.	Delivery of 2018-2023 Pest Animal Management Plan is ongoing. Activities for 2021-22 have been completed, and further implementation of plan will continue in 2022-23.	Achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
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.	Project complete. Included engagement of Agricultural Extension Officer, 79 on-farm consultations, 21 workshops and events, establishment of and engagement with Byron Farmers Network (no 300+ members), trapping of 29 wild dogs, 18 foxes and 2 feral cats, control of over 5ha Tropical Soda Apple, environmental weed control in 19.4 ha of riparian and high biodiversity areas on local farms, small grants to support 8 farmers implement rotational grazing to improve land management on 204 ha farmland and development of a film clip about the project.	Achieved	
3.1.1.12	Continue program of steam (non-chemical) weeding	Delivered in accordance with budget and program	Chemical free steam weeding programs have successfully been maintained rolled across the shire's playgrounds and town centers.	Achieved	
3.1.1.13	Deliver Marshalls Creek Foreshore & Roadside Erosion Protection Works - New Brighton	Construction Works Package complete	Discussions with NSW Soil Conservation Services throughout the second half of the financial year for a proposal to complete the survey and design process for Council under Local Government Procurement contract were unsuccessful due to other state wide flood recovery works taking their priority. Project team are now developing a scope and will be seeking prices from local consultants for the survey and design in 2022/23.	Deferred/Delayed	
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.	Achieved	
3.1.1.15	Deliver Koala road strike mitigation measures at two priority sites.(Supports Biodiversity Conservation Strategy Action 4.7)	Stage 1: review hotspots to identify 2 priority sites and engage consultant to scope and cost required mitigation works.	Project progressing, but has experienced some delays due to flood impacts on access and staff availability. Site options identified through community engagement, data review and preliminary field visits. Next step is to review proposed sites with DPE partners and develop contractor scope.	Substantially achieved	


OP Code	Operational Plan Activity	Measure	Comment	Status	
3.1.1.16	Finalise Flying Improvement Project to enhance Flying Fox habitat (Biodiversity Conservation Strategy Action 4.18).	Flying Improvement Project completed.	Project nearing completion. Has involved habitat improvement at several flying fox camps in Byron Shire, community engagement and development of a pre-schoolers book on flying foxes. Final stage of project (deployment of pre-schoolers book) delayed due to Covid-19 and scheduled for June-July 2022.	Substantially achieved	
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.	Addition of sites to the restorations database will be an ongoing progress, to be delivered by Biodiversity Team. First stage of data entry complete, but delayed slightly due to flood impacts on capacity of community conservation groups contributing data. First stage completion likely July 2022.	Substantially achieved	
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.	Mitchells Rainforest Snail potential habitat map and report finalised. Next step is to add map to Council's Geocortex mapping layers. Project delayed slightly due to weather impacts on field assessments.	Substantially achieved	
3.1.1.19	Update 2017 vegetation and HEV mapping to reflect ground truthing done as part of E-Zone review (approx 250 sites). (Biodiversity Conservation Strategy Action 1.14).	Updated vegetation mapping available on Geocortex.	2017 Byron Shire Vegetation Mapping report complete (Landmark Ecological Services). Vegetation and HEV mapping updates completed (Earthscapes). Council GIS updated with new mapping.	Achieved	
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.	Draft Flora and Fauna lists supplied to Council 21/6/22, and reviewed. Final lists to be updated on Council website in August 2022.	Substantially achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
3.3.1.11	Belongil Creek Entrance Opening Approvals		Staff maintained a watch and act state of in readiness for any opening works deemed necessary and approved, particularly during storm and flood events. No works were required during this financial year. The existing Belongil opening Crown Land license ends in December 2022. Team ICOLL have been working with all stakeholders to develop suitable documents to receive new licenses and permits before the end date in December. This will ensure Council continues to have suitable approvals to manage the mouth appropriately.	Achieved	

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	Comment	Status	
3.1.2.1	Undertake bush regeneration activities to maintain and expand restoration of HEV sites on Council owned or managed lands forming part of the Council bush regeneration program	Delivered in accordance with budget and program	Expansion of natural areas now under active management have been possible this year due to Community Resilience funds. Of note is the large Carramar Reserve in Ocean Shores that has received significant fuel/weed reduction.	Achieved	✓
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	The majority of sites under management of the Council Bush Regeneration team are now at a maintenance level, requiring a diminishing level of intervention. This has allowed staff to move to initiate primary bush regeneration works at a range of new sites.	Achieved	✓
3.1.2.3	Respond to biosecurity threats in accordance with regulatory direction and agreement.	No breaches issued, timely response to directions	A proactive approach taken by staff to seek out and eradicate small outbreaks of Bitou Bush from the Byron containment zone has resulted in no Biosecurity orders being issued to Council in this financial year. Staff continue to hunt down and eradicate infestations of Bitou Bush in the Northern Containment zone that Council have responsibility for.	Achieved	✓
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	We have seen a shift in attitude this year towards the bush regenerators, sometimes in the past people were vehemently opposed to the use of herbicide when managing bushland but now a lot more trust has been established and neighbours have witnessed encouraging results while noting a diminishing need to employ herbicides.	Achieved	✓
3.1.2.5	Progression of high profile sites to maintenance levels for restoration works	5 sites achieved	Works across high profile site continued through the year with a significant milestone being reached in February when over 60 sites reached the 'maintenance level' following years of intensive primary weed control works.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	Status	
3.1.2.6	Johnstons Lane Causeway Renewal	Project construction package approved	The project had the survey, design and environmental approval ready in December. However Arakwal and Crown Land License approvals were not received until April 2022. The project was construction ready at the end of April. Council had planned to construct internally, however, the skill base required to do this was lost when the team supervisor resigned. Contract prices are over the project budget. A variation to the grant amount has been verbally discussed with DPI Fisheries and will be formally requested in July 2022.	Achieved	







3.2: Strive to become a sustainable community

3.2.1: Work towards Council's zero-emissions target

Comment	Annual Emissions Inventory reported to Council along with an update on actions achieved under the Net Zero Emissions Action Plan for Council Operations 2025.
	A Climate Change Adaptation Plan was prepared and implementation has commenced.
Highlight	A report on a carbon offset policy and strategy for Council, in accordance with Climate Active certification and an a report investigating a business case for bulk lighting upgrade of Mullumbimby Office building has been prepared.
	Net Zero Emissions Action Plan for Council Operations 2025 adopted Plan of Management for 33 Charlotte Street Bangalow to enable a community garden adopted Sustainable Catering Policy adopted The 'draft Climate Change Adaptation Plan' developed

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	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.	Annual report was presented to Council at April 2022 Council Meeting.	Achieved	✓
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).	The annual emissions inventory was successfully reported to the April 2022 Council meeting. The newly defined emissions boundary will be presented at the Climate Change and Resource Recovery Advisory Committee meeting in September 2022, as quorum was not met at the June meeting.	Achieved	✓
3.2.1.3	Investigate a digital fuel card system for the bulk fuel supply	Report to Executive Team	Reported to the Executive Team in June. Further work now required to test and monitor fuel tanks and bowsers with a view to transition to EV fleet when appropriate.	Achieved	✓



OP Code	Operational Plan Activity	Measure	Comment	Status	
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	Draft offsets of ACCUs supplied by Consultants for review and auditing. Package of works for consultant will lead to options of analysis for the future calculating of ACCU's to determine appropriate ways to measure in future.	Substantially achieved	
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	A successful year in terms of approvals, however, much work remains to fund the project and provide a recommendation to Council for 'Go/No Go' decision opportunity.	Substantially achieved	
3.2.1.7	Finalise and commence implementation of the Climate Change Adaptation Plan	Plan developed and actions commenced	Plan developed and actions commenced. This is an ongoing Activity.	Achieved	
3.2.1.8	Report annually on sustainability partnerships, such as Cities Power Partnership.	Report as required to Sustainability and Emissions Reduction Advisory Committee.	Report was prepared for Climate Change and Resource Recovery Advisory Committee meeting in June 2022. however quorum was not met. Consequently the report will go to the September Advisory Committee meeting. The report provides a high level overview of our partnerships and memberships with organisations including ICLEI, Cities Power Partnership and CEA.	Achieved	
3.2.1.9	Public Food gardens - continue to showcase public food garden outside Council Chambers	Garden maintenance days (6)	Sustainability Team continue to work with outdoor staff to maintain public food garden.	Achieved	
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 and consultant held a workshop with the Councilors at the May Strategic Planning Workshop. The workshop introduced the main concepts of carbon offsets and the types of decisions that Council will need to make in the next few years. A report was prepared for the Climate Change and Resource Recovery Advisory Committee meeting in June 2022, however quorum was not met. Report will be presented to the September 2022 Committee meeting. A second discussion will be held with Council in the new FY to decide on Council's path forwards regarding carbon offsets and net zero.	Achieved	





OP Code	Operational Plan Activity	Measure	Comment	Status	
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	Report was prepared for 16 June Climate Change and Resource Recovery Advisory Committee meeting, however due to no quorum, this report will now be presented to the Committee at the September meeting. The Sustainability Team will continue to investigate energy efficiency upgrades for the Mullumbimby Administration Building in the new financial year.	Achieved	✓
3.2.1.12	Monitor Council's solar assets.	Monitor output performance of solar assets and report annually.	Report was prepared for 16th June 2022 Climate Change and Resource Recovery Advisory Committee meeting, which was then cancelled due to failure to meet quorum. Report will now go to September Committee meeting. The Sustainability Team will continue to work with asset owners to monitor and maintain of solar PV assets. This is an ongoing activity.	Achieved	✓
3.2.1.13	Develop an energy usage benchmarking system for waste water assets to identify potential energy efficiency upgrades (Action C4 Net Zero Action Plan)	Commence development of system.	Development of system has commenced. This is an ongoing Activity.	Achieved	✓

3.2.2: Support community environmental and sustainability projects

Comment	Council in partnership with Tweed Council successfully ran the 29th Annual NSW Coastal Conference - 'Living with Uncertainty' 31st May - 2nd June 2022.
	Council continues to collaborate with Zero Emissions Byron and support Friends of the Koala, Bangalow Koalas and Wires through the Regional Koala Communications Group.
	Council continues to partner with Brunswick Valley Landcare to support community environmental projects.
	Workshops and forums were supported such as the Carbon Sequestration Forum
Highlight	Community Gardens 29th Annual NSW Coastal Conference

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	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	Staff participated, presented at, delivered and supported various coastal, environmental and sustainability events throughout the year. A variety of relevant information was provided to the Byron Shire community and stakeholders on key biodiversity and sustainability themes. This Activity is achieved and will continue in FY2022/23.	Achieved	
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	Staff participation in regional coastal, sustainability and environmental working groups and initiatives continued throughout the year and also encompassed working groups established in response the floods event of Feb/March 2022. Staff participation is on-going in some groups and will continue in FY2022/23.	Achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
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 provided continual guidance and support to the community garden groups in the Shire. The Suffolk Park Community Garden was awarded a licence agreement for the Linda Vidler Park community garden. Staff continue to work with the group to establish their garden management plan.	Achieved	
3.2.2.4	Support Friends of the Koala, Bangalow Koalas and Wires through the Regional Koala Communications Group.	Participate in Regional Koala Communications Group meetings, as required	Attended bi-monthly meetings of Regional Koala Group and Regional Koala Partnership to progress joint regional activities and delivery of NSW Koala Strategy. This is an ongoing activity.	Achieved	
3.2.2.5	Support Brunswick Valley Landcare to deliver the Land for Wildlife Program and biodiversity enquiries	Quarterly reports to biodiversity advisory committee	Continuing to provide office space for BVL staff at Mullumbimby Council office and to report BVL activities to Biodiversity Advisory Committee. Collaborations with BVL in 2021-22 include: - Development and launch of Climate Resilient Landscapes Guide. - Delivery of landslips and riparian restoration workshop 27 May. - Partnered with BVL and ZEB to deliver Good Fire workshops, and host expression of interest form on Council website. - 10 letters of support provided to support Landcare grant applications.	Achieved	
3.2.2.6	Deliver biennial Byron Shire Council Sustainability Awards.	Awards program delivered.	The Sustainability Awards has been rebranded as Climate Conversations. An expression of interest will go out to Northern Rivers artists in July calling for submissions to present an adaptation themed exhibition at the Lone Goat Gallery in 2023, triggering conversations about climate change, sustainability and adaptation. The quarterly sustainability e-newsletter will now have a permanent "in focus" section as a more regular way to recognise community groups and individuals doing great sustainability projects. The activity was only partially achieved due to staff consideration of community priorities following the floods.	Partially achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
3.2.2.7	Implement Brunswick Valley (Vallances Rd, Mullumbimby) Vision and Roadmap	Actions commenced	This project is on-going and will carry over to next financial year to continue implementation.	Deferred/Delayed	▶▶
3.2.2.8	Co-host the 29th NSW Coastal Conference with Tweed Shire Council (May 2022)	Participate in Working Group Conference delivered	The 29th NSW Coastal Conference 'Living with Uncertainty' was held 31st May - 2nd June 2022 and co-hosted with Tweed Shire Council. The event was attended by up to 270 delegates. A report was prepared to the Coastal and ICOLL Advisory Committee for the 30 June 2022 meeting outlining the event and key outcomes. This Activity is complete and achieved.	Achieved	✓
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.	Report was prepared for the Climate Change and Resource Recovery Advisory Committee meeting in June 2022, however quorum was not met. Report will be presented to the next Advisory Committee in September 2022. Two events (Zero Emissions Byron EV Forum and Renew Fest) were awarded funding as 'sustainability events'. This measure will continue in the next financial year.	Achieved	✓







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

Comment	The Northern Shire CMP has progressed well with the Coastal Hazard Update due for completion July 2022. The Southern Shire CMP has progressed with Stage 1 complete.
	The pre-construction phase of Main Beach Shoreline Project continues through progression of a detailed technical investigation.
	Successful grant applications will see the delivery of on-ground works at Federal to restore fish habitat later in 2022 and river rehabilitation along Brunswick River, Mullumbimby and for the 'Byron Bay - Main and Clarkes Beach Dune Recovery Project'
	Various community education, engagement activities and information communication pieces were developed to increase awareness and understanding about the Shire's coastal biodiversity and values.
Highlight	Completed the first stage of the review of the Belongil Entrance Opening Strategy.
	Successful grant applications including Federal Fish Habitat Grant 2 year project to protect, enhance and improve the aquatic habitat of 190m of riverbank in the upper estuary of the Brunswick River, Mullumbimby.
	Both Northern and Southern Coastal Management Programs progressed.

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
3.3.1.1	Continue preparing a Coastal Management Program (CMP) in accordance with the staged process for Cape Byron to South Golden Beach	Stage 2 progressed Coastal Hazard Update complete	The Northern Shire CMP has progressed well with the Coastal Hazard Update due for completion July 2022. This Activity has been substantially achieved and will continue in FY2022/23.	Substantially achieved	
3.3.1.2	Continue pre-construction phase of Main Beach Shoreline Project (Jonson Street protection works)	Technical investigation progressed	The technical investigation for the modification of the Jonson Street Protection Works is a Stage 2 CMP Study and has progressed well. This Activity has been achieved and will continue FY2022/23 within CMP development.	Achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
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	Grant applications have been submitted and some successful for river rehabilitation projects. Delivery of on-ground works through the Federal Fish Habitat Restoration Project have been delayed and will progress in FY2022/23. This Activity was substantially achieved and will be on-going into FY2022/23.	Substantially achieved	
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	The Southern Shire CMP has progressed with Stage 1 complete. Commencement of Stage 2 studies have been delayed due to delay in grant funding announcement. Stage 2 studies due to commence in July 2022. This Activity has been substantially achieved and is on-going for continuation in FY2022/23.	Substantially achieved	
3.3.1.5	Construct additional flowpath from Byron STP	Project Complete	The construction of the project is complete. Procurement of level sensors to control the flow is underway, expected to be commissioned in Q1 2022/23 financial year.	Achieved	
3.3.1.6	Prepare detailed design and review of environmental factors for Sandhills Wetland Project	Detail design completed	The Sandhills wetland project is a key element of the proposed upgrade of the Byron town centre drainage system. It is a challenging project in a significant and sensitive area. The environmental assessment is progressing well and expected to be completed in the first half of 2022/23.	Substantially achieved	
3.3.1.7	Continue beach monitoring to track and report on beach erosion and recovery	Survey complete	Beach monitoring and reporting on beach erosion and recovery was completed during the year as necessary, related to storm and/or erosion events within the Byron Shire. This Activity is on-going and will roll-over to FY2022/23.	Achieved	
3.3.1.8	Continue community education about beach erosion, nesting shorebirds, and dune vegetation values	Four engagement activities / community contacts per annum	Various community education, engagement activities and information communication pieces were developed to increase awareness and understanding about the Shire's coastal biodiversity and values. This Activity is achieved and will continue in FY2022/23.	Achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
3.3.1.9	Clarkes / Main Beach dune stabilisation project	Project scope of works prepared and grant application made	The measures for this Activity are achieved. Grant application for 50% funding through the Coast and Estuary Grants Program for 'Byron Bay - Main and Clarkes Beach Dune Recovery Project' successful. Project scoping and development of COMS Plan, Work Plan and RFQs is complete. COMS engagement material - Webpage, Media Release drafted. Internal Working Group to deliver the project created with fortnightly meetings. This Activity will continue in FY2022/23 - delivery of the project and on-ground works.	Achieved	
3.3.1.10	Belongil Creek Entrance Opening Strategy Review	Strategy reviewed as part of stage 2 Southern Shire CMP process	This Activity is being undertaken in two stages. The first stage of the review of the Belongil Entrance Opening Strategy (2019) is complete with the amended EOS (Revision 1, December 2021) available on Council's website. The second stage of the review is part of Stage 2 CMP development and will be undertaken during FY2022/23. Completion of the review is pending completion of other CMP Stage 2 studies. This Activity is partially achieved.	Partially achieved	
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 Southern Shire CMP study and commencement has been pending grant funding. The state government funding was announced in June and the project has now commenced. This Activity will continue into 2022/23.	Partially achieved	

3.4: Support and secure our farming future

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

Comment	Farmer database now over 300. Regular newsletters/emails disseminated - including specific interest workshops, articles and information is selectively forwarded to network members e.g. Grazing, Regen Farming, Cropping.
	Four workshops have been delivered in partnership with Brunswick Valley Landcare including farm planning and soils workshops.
	Farmer regenerative agriculture mentoring program in progress, in partnership with Southern Cross University.
Highlight	Over 300 farmers connected through e-newsletter Farming workshops Regenerative agriculture mentoring program

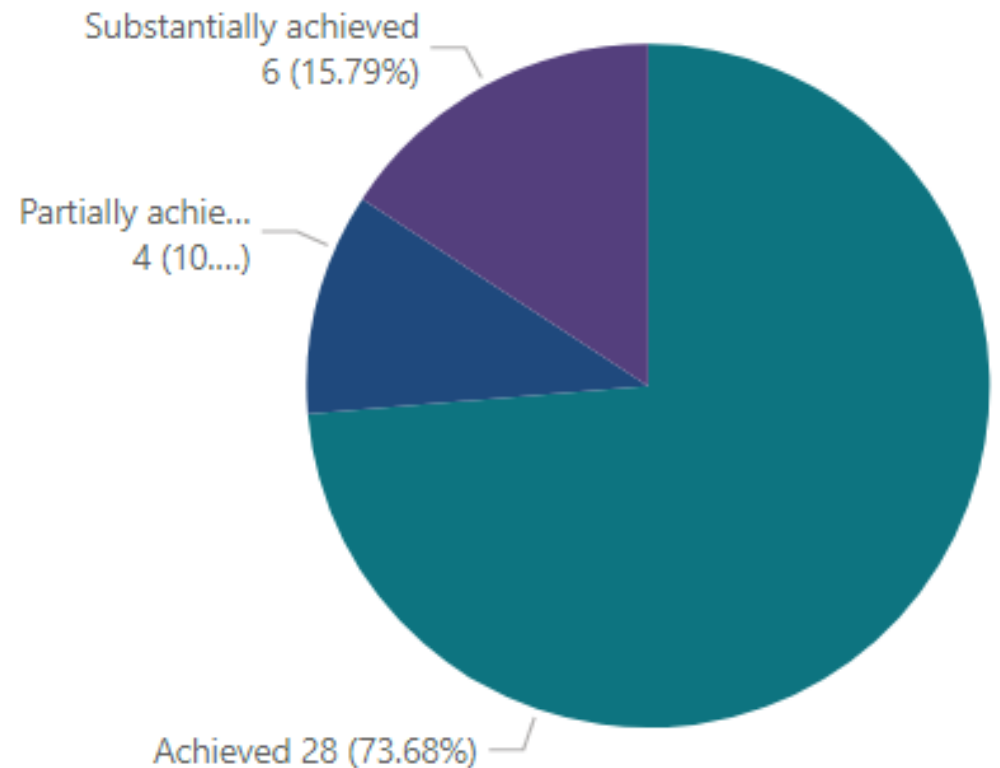
2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
3.4.1.1	Continue implementation of the Agriculture Action Plan	Convene Agricultural Cluster Group meetings (3); Maintain and update farmer database to disseminate information on farm-related issues.	Action plan adopted. Implementation timeframe is 2020-2025. Implementation for 2021-22 Financial year complete. Farmer database now over 300. Agricultural Extension Officer to continue implementation of Agriculture Action Plan in 2022-23 financial year.	Achieved	✓
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.	Project nearing completion, but several community engagement elements including workshops and mentoring activities were repeatedly cancelled due to impacts of Covid-19 and floods. Grant has been extended to October 2022 and all outstanding activities have been rescheduled and are due for completion prior to this date.	Achieved	✓



Community Objective 4: We manage growth and change responsibly

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



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

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

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
4.1.1.1	Facilitate the Design Excellence Panel for Byron Bay Town Centre	Panel formed; meetings held	Interim panel in place. Advertising for full panel delayed due to competing priorities.	Substantially achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
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 and internal working group meetings have been held. Funding prioritisation has been identified as per next years budget. Grant funding has been sought for some priority masterplan projects. This activity is proposed to continue in the next operational plan and budget.	Achieved	✓
4.1.1.3	Investigate priority needs for future masterplans	EOI drafting commenced	EOI drafting has commenced. EOI to be open from August 2022. This activity is proposed to continue in the next operational plan and budget.	Achieved	✓
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	DCP adopted by Council 4 November 2021	Achieved	✓
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 on trial outcomes presented to 4 November 2021 Council meeting.	Achieved	✓
4.1.1.6	Support the Federal Community Village Masterplan Steering Group to undertake community-led masterplanning for Federal	Draft masterplan progressed	This is a community led project and the Federal Masterplan Steering Group have done an amazing job leading this program with challenging circumstances of covid-19 and flooding (including local landslips). The masterplan work has progressed well although timing has been affected by some of these challenges. This activity is proposed to continue in the next operational plan and budget. This will include further community consultation on a draft masterplan followed by a final report being presented to Council for endorsement.	Achieved	✓
4.1.1.7	Evaluate 'Talking Street', Mullumbimby project trial	Report to Council - project evaluation & recommendations for permanent changes	Trial complete 30 June 2022. Report to 23 June 2022 Council meeting confirms trial elements to stay and proposes a more detailed design piece for finalised design.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	Status	
4.1.1.8	Park activation Bayshore Dr (Byron Arts and Industry Estate Precinct Plan)	Activation events planning commenced	Activation events planning commenced. Delivery of activation events carried over to next year due to park construction delays.	Achieved	
4.1.1.9	Amend Local Environmental Plan and Development Control Plan in accordance with Mullumbimby Hospital Precinct Plan	Amendments commenced	Drafting of amendments for to amend the Local Environmental Plan and Development Control Plan have commenced. This activity is proposed to continue as part of the next operational plan and budget.	Achieved	
4.1.1.10	Commence review of Local Strategic Planning Statement priority actions	Stage 1. Engage with State Government North Coast Regional Plan Review (NCRP) including Byron Local Narrative and development of the draft NCRP	Commenced with engagement on State Government's North Coast Regional Plan Review (NCRP) including Byron Local Narrative and audit of Rural Land Use Strategy actions (OP Plan code 4.1.2.15). Review progression to align with State government's endorsement of Residential Strategy and Affordable Housing Contribution Scheme, as well as review of the NCRP (currently underway). Ongoing in 2022/23.	Substantially achieved	
4.1.1.11	Progress Sandhills Reserve management transition in accordance with Crown Lands Management Act.	All actions required of Council complete	Discussions are continuing with Crown Lands on management transition. As at the end of the financial year , all actions required from Council were completed. Work will continue in 2022/2023.	Achieved	






4.1.3: Manage development through a transparent and efficient assessment process

Comment	Extremely busy financial year with development activity
Highlight	Introduction of the Planning Portal

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
4.1.3.1	Assess and determine development applications	1. Time taken to determine development applications under delegated authority - Average = 70 days, Median = 60 days 2. Time taken to determine modification applications under delegated authority - Average = 50 days, Median = 40 days 3. % of applications determined within 50 days under delegated authority >50% 4. % of modified applications determined within 40 days under delegated authority >60%	1. DAs - Average - 110 days, Median - 86 days; 2. Mods - Average - 56 days, Median - 39 days 3. DAs - 44% 4. Mods - 59%.	Partially achieved	<input type="checkbox"/>
4.1.3.2	Assess and determine construction certificates	80% Construction Certificates processed in less than 28 working days; 80% subdivision certificates processed in less than 28 working days	2021/22 66% of Construction Certificates processed in less than 28 days. 71% of Subdivision Certificates processed in less than 28 days.	Partially achieved	<input type="checkbox"/>
4.1.3.3	Assess and determine complying development applications	80% Complying Development Applications processed in less than 20 working days	2021/22 81% Complying Development Applications were processed in less than 20 working days 2021/22.	Achieved	<input checked="" type="checkbox"/>

OP Code	Operational Plan Activity	Measure	Comment	Status	
4.1.3.4	Provide certification inspection services	Undertake 95% of inspections within 2 working days	<p>Inspections are generally carried out within one 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 the July to March period there were 1,454 inspection requests received.</p>	Achieved	✓
4.1.3.5	Respond to and investigate complaints against building standards	Undertake 100% of inspections within 2 working days	<p>Where complaints relate to 'very high' or 'high' categories within the Compliance Priorities Program are received, they are actioned immediately.</p> <p>All other complaints are investigated within two days.</p>	Achieved	✓
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. During 2021/22 there were 91 inspections undertaken:</p> <ul style="list-style-type: none"> - 65 certificates issued. - 11 non-compliant notices issued. <p>The Fire Safety inspection program is under reviewed and will be developed to so that annual reminders for certification are issued and compliance is met.</p>	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	Status	
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>	<p>Communication with planning consultants and the construction and plumbing industries is important to share information and changes to our requirements or legislation.</p> <p>There are almost 500 subscribers to the three newsletters. Previous issues are available on our Sustainable Development E-Newsletters page. This platform is used to get information out via eNewsletters or News Flashes, for more direct or urgent matters.</p> <p>During 2021 there were two eNews distributed. There was also five 'news flashes' sent to advise of important operational matters.</p>	Achieved	
4.1.3.8	Adaptable housing for multi-dwelling housing or medium density housing in accordance with DCP	Compliance with DCP	20% of dwellings in multi dwelling or medium density housing developments approved in 2021-2022 are adaptable, which surpasses the minimum 10% target.	Achieved	
4.1.3.9	Provide pre-lodgement advice and assistance to applicants	80% development related advice provided within 21 days 80% DAP minutes provided within 10 days	<p>2021/22</p> <p>- 81% Planning advice provided within 21 days.</p> <p>- 75% DAP minutes provided within 10 days.</p>	Substantially achieved	
4.1.3.10	Prepare a Planning Proposal to enable precinct based Short Term Rental Accommodation.	Planning proposal progressed in accordance with Gateway	Gateway determination received to enable exhibition of STRA planning controls for a 90 day cap and up to 365 days in select locations of the Shire. Community engagement strategy being prepared with exhibition expected to commence September 2022	Substantially achieved	
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 for >80% planning proposals received in 2021/22. This action is ongoing.	Achieved	




OP Code	Operational Plan Activity	Measure	Comment	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.	Achieved	✓
4.1.3.15	Provide action implementation update on Rural Land Use Strategy	Actions audit and update reported. Respond to DPI Review of State Significant Agricultural Land.	Action audit presented to 9 June 2022 meeting	Achieved	✓
4.1.3.16	Review DCP 2010 & DCP 2014 to determine preferred structure and priority updates.	Project Plan commenced	Project plan commenced with priority housekeeping DCP updates substantially progressed for reporting to Council.	Achieved	✓
4.1.3.17	Commence Employment Zone reform implementation	Progress in line with state government timeframes	DPE exhibition commenced 31 May 2022 to 12 July 2022. Next Steps: Report to Council following exhibition and consideration of submissions.	Achieved	✓

4.2: Support housing diversity in appropriate locations across the Shire

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

Comment	Different housing types approved where proposed and appropriate
Highlight	Final Residential Strategy adopted by Council (Res 20-686)
Exceptions	Planning proposal and draft affordable housing contribution scheme submitted to NSW Department of Planning, Industry and Environment (DPIE). Housing options report and project feasibility assessment for Lot 22 Structure Plan completed. Residential Strategy adopted by Council and Planning Proposal for Lot 22 submitted to DPIE for Gateway - both are being peer reviewed by consultants engaged by DPIE

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
4.2.1.1	Prepare an Affordable Housing contribution scheme under SEPP 70 to be incorporated in the local planning framework controls (Action in Residential Strategy)	Finalise LEP amendment to apply SEPP 70 affordable housing contribution to one or more of the sites identified in the Residential Strategy	Affordable housing contribution scheme planning proposal has progressed to exhibition until 29 June 2022. This activity is to continue into next financial year.	Substantially achieved	
4.2.1.2	Progress future use of Lot 22, Mullumbimby Planning Proposal, Plan of Management and Structure Plan	Report to Council	Reported to Council 9 June: 22-247 Resolved that Council: 1. Not progress the Planning Proposal for Lot 22 on DP 1073165, Mullumbimby at this time until the implications of the 2022 Flood Events and any further potential natural disasters are understood on the suitability of this land for future development.	Achieved	
4.2.1.3	Progress governance framework and partnerships for the delivery of diverse housing	Report prepared	The housing forum culminated in a number of big ideas together with possible steps to progress them as part of the governance framework and partnerships for the delivery of diverse housing. This activity is to continue into next financial year with reports to Council expected on the Station Street, Mullumbimby Landcom proposal and the findings of the Housing Forum..	Substantially achieved	

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

4.3.1: Facilitate and support sustainable development of our business community

Comment	<p>Development of the new business industry and visitor economy strategy has been delayed due to COVID and floods and the need to respond to immediate business needs in relation to these impacts.</p> <p>Workshops delivered including Mental Health and Natural Disaster Recovery with flood impacted businesses and Grow Your Business Online and student based apprenticeship and traineeship information evening in partnership with NSW Department of Education and Mullumbimby High School.</p>
Highlight	<p>200 responses to the Business Impacts, Resilience and Continuity Survey</p> <p>Delivered Mental Health and Natural Disaster Recovery business workshops</p>

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	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.	Once the new Census data becomes available a revised communications plan and further business survey will be implemented with next steps.	Partially achieved	<input type="checkbox"/>
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.	Regular workshops and communications delivered to business community in line with business community needs and to strengthen partnerships between Council and the business community. This is an ongoing Activity.	Achieved	<input checked="" type="checkbox"/>

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

Comment	Staff continue to liaise with our business and tourism industry through business and tourism boards/meetings and through social media and Business E-newsletter.
Highlight	Draft 2020 - 2030 Byron Shire Sustainable Visitation Strategy and recovery/resilience discussion paper is on public exhibition

2021/22 Operational Plan Activities



OP Code	Operational Plan Activity	Measure	Comment	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.	This is an ongoing deliverable, to participate when appropriate, and continue to collate and share business data.	Achieved	✓
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	Increasing awareness of accessibility and inclusion for industry and within our business community (including events) is an ongoing commitment. Staff are on the Disability Inclusion Action Plan (DIAP) internal working group and work proactively in this space.	Achieved	✓




4.5: Work to improve community resilience in our changing environment

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

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

2021/22 Operational Plan Activities

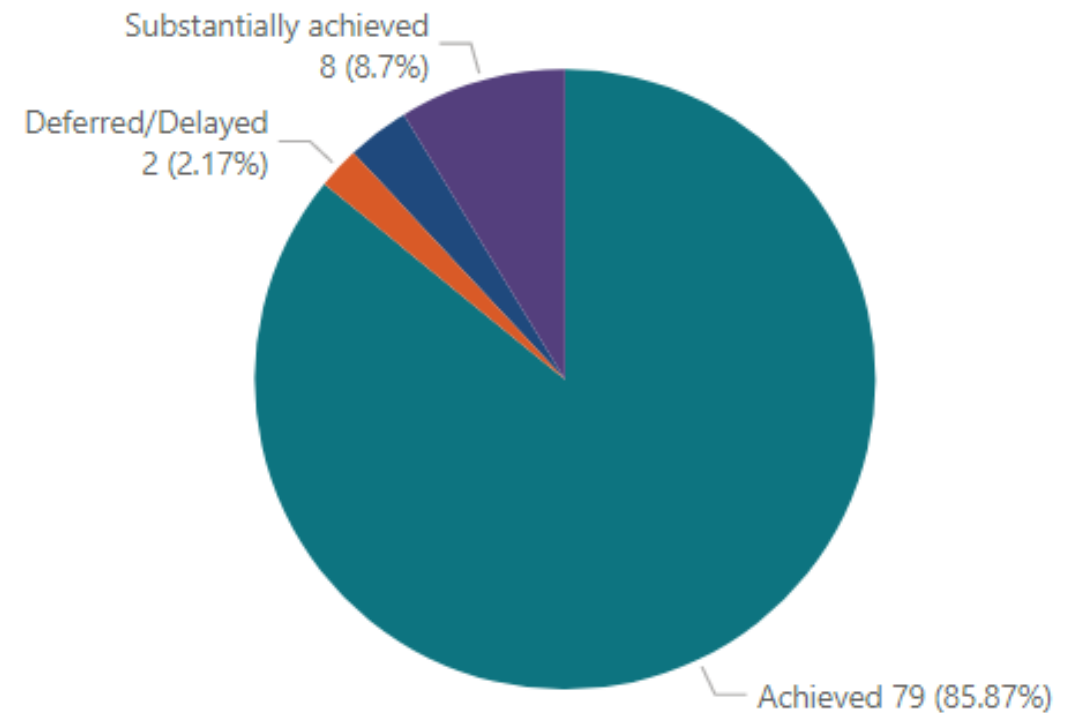
OP Code	Operational Plan Activity	Measure	Comment	Status	
4.5.1.1	Align existing reporting with Resilience Framework.	Relevant report actions aligned with Resilience Framework.	Resilience Framework reporting achieved through Pulse monthly reporting. Resilience Framework established for internal use.	Achieved	
4.5.1.2	Develop Internal Resilience Framework.	Framework developed.	Internal Resilience Framework Completed	Achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
4.5.1.3	Review Community Gardens Policy	Investigate 'Enterprise Garden' definition for Mullum Community Gardens	Definition investigation complete. Enterprise definition addition to the Community Garden Policy was open for feedback. As no submissions were received the amendment has been adopted.	Achieved	
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 delayed due to other priority work arising during 2022.	Partially achieved	
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.	Community Resilience Network (CRN) meetings were held bimonthly from July - December, 2021. Following the floods in February and March these meetings occurred more frequently, providing information to the Emergency Operations Centre and emergency services. The CRN is made up of community groups, not-for profit organisations, and individuals who have play a role in resilience and recovery. Two notable workshops were held with the network during the last year, a flood scenario was held in December in partnership with SES and an Aboriginal Custodianship workshop was held in May facilitated by Banaam. Regular Mailchimp newsletters connect the network with information, updates and grants.	Achieved	



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

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



Community Objective 5: Governance

We have community led decision making which is open and inclusive

5.1: Engage and involve community in decision making

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

Comment	The Media and Comms team worked with staff across the organisation to ensure the views of the community were captured. Because of COVID much of the activities were designed for online engagement.
Highlight	DIAP community engagement

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
5.1.1.1	Refresh Byron Shire Council's corporate style guide	Corporate style guide to developed and implemented.	A new corporate style guide was completed and is being rolled out. The style guide offers guidelines for staff and designers in relation to the corporate feel and look of Council's collateral.	Achieved	✓




OP Code	Operational Plan Activity	Measure	Comment	Status	
5.1.1.2	Evaluate the 2 year trial of the "Byron Model" for deliberative democracy and incorporate findings into Council's engagement practices	Model implemented; inclusive stakeholder engagement strategies incorporated; program evaluation report provided to the Executive Team and Council	<p>The implementation of recommendations from the Byron Model has reached the end of the trial period. An end of trial review was undertaken and included an internal staff survey and a survey of Citizen Lottery registrants. The outcomes of the review were reported to the Executive Team in December 2021. Based on the feedback received, there were several elements of the Byron Model that worked well, both with the deliberative process and the initiatives implemented.</p> <p>The findings identified that there is merit in continuing with the following initiatives post the Byron Model trial:</p> <ul style="list-style-type: none"> - Citizen Lottery - Petition Guidelines - Accessibility initiatives - Local Supplier initiatives - Continued improvements in the way we measure and report on organisational performance - Continued improvements in Project Management (reporting, evaluation etc.) - The Engagement Proforma if reviewed and as a guideline only to support the IAP2 process. 	Achieved	✓
5.1.1.3	Hold quarterly Community Roundtable meetings	Community Roundtable meetings held four times a year.	The Community Roundtable continued to be an excellent way for Council to talk directly with our volunteer community groups on a wide range of issues.	Achieved	✓
5.1.1.5	Design and implement annual youth leadership program	1 leadership program delivered.	<p>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. A survey was undertaken in December 2021. The report to Council regarding the outcomes and the proposed forum for future youth engagement was delayed due to a reallocation of staff resources to the flood recovery.</p> <p>This work will continue in the 2022/23 financial year.</p>	Deferred/Delayed	▶▶

OP Code	Operational Plan Activity	Measure	Comment	Status	
5.1.1.6	Review Community Participation Plan	Community Participation Plan reviewed and presented to Council for public exhibition.	Community Participation Plan (CPP) to be reviewed in line with the upcoming Community Engagement Strategy (CES). An action has been proposed to in OP 22/23 for the review of the CPP to continue and for Council to Develop a CES.	Partially achieved	<input type="checkbox"/>

5.1.2: Enhance staff capacity in community engagement

Comment	Once again, because of COVID, community engagement was primarily done online, with face-to-face activities curtailed. The Media and Comms team worked with staff to ensure projects and opportunities to contribute were promoted.
Highlight	Working with staff to gather information from youth in the Byron Shire.

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	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	Staff from across the organisation undertook IAP2 training although, because of COVID, the delivery method was online for the majority of the year and places were limited.	Substantially achieved	
5.1.2.2	Implement inclusive Community Engagement Policy	Evidence of staff to be implementing communication and engagement plans for major projects and for other issues of interest and importance to the community.	Communication and Engagement plans were in place for many of our projects and other matters. They served to ensure staff were thinking about the impact the project was having on the community and once this was understood, measures could be developed and put in place around the best and most appropriate ways of communicating and engaging with our stakeholders.	Achieved	
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.	The Media and Comms team added resources to the toolkit throughout the year. There will be a focus on promoting the toolkit in late 2022.	Achieved	

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

Comment	A significant focus for the second half of 2021/22 was ensuring the community was kept informed about the Council's flood recovery activities and associated information. One driver for this was our E News platform which delivered daily, weekly and fortnightly. The was supported by our FB activities. The website was the key point of flood information.
Highlight	Dogs in Public Spaces Strategy, Flood Recovery updates

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
5.1.3.1	Make available Council's Ordinary Meeting business papers; enable business papers to be accessed by persons using assistive technology	>95% of business papers published on website at least 7 days prior to meeting; % business papers accessible to screen readers and text readers; work towards and progress through the requirements of WCAG 2.1	Council Meeting Business Papers were prepared and published on Council's website in accordance with Code of Meeting Practice. All business papers are able to be read online, with assistive technology support provided through ReadSpeaker on Council's website. Hardcopy documents are provided in Council's foyer for public access.	Achieved	✓
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	We continued to have high levels of engagement through our online platform, Your Say Byron Shire. We also worked hard to ensure information was available on our website and was compatible with assistive technologies such as screen readers.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	Status	
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	All information posted to Council's website was critiqued against accessibility standards to ensure information was relevant and easily available to the public. The Media and Comms team continued to educate staff about the requirements of the website in relation to document types, size and readability. There were big spikes in hits on the website at different times of the COVID pandemic and the flood emergencies earlier this year which highlighted the importance of ensuring it was kept up-to-date with clear, concise and relevant information.	Achieved	✓
5.1.3.4	Continual use of online and social media engagement tools.	Increase in social media followers	Our social media and online engagement tools were widely used in 2021/22 as we continued the journey through the COVID-19 pandemic and then the floods. The people using our social media platforms continued to grow and our Facebook page is the primary source of delivering immediate information to our community.	Achieved	✓

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

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

Comment	A substantial increase in followers on social media and use of the website by members of the public during critical points of the COVID pandemic and the flood emergency demonstrated clearly that people were using these platforms to get information about Council services and links to other agencies.
Highlight	Continued interest in Council's social media pages.

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
5.2.1.1	Review Operational Plan annually	New Operational Plan prepared; DIAP strategies incorporated into new Operational Plan	The Operational Plan and associated Budget, Revenue Policy, and Fees and Charges were endorsed by Council at the 30 June Extraordinary Meeting.	Achieved	✓
5.2.1.2	Undertake a community engagement program to review and develop Council's Integrated Planning and Reporting framework documents	Review and ratification of the Community Strategic Plan and resourcing strategy; development of the Delivery program for the new term of Council (2022-2025); development of the associated Operational Plan and budget	The Community Engagement Strategy for the Community Strategic Plan outlined the results from the community engagement activities that had been held to inform the refresh of the Byron Shire Community Strategic Plan 2032. Community engagement on the draft Delivery Program 2022-26 continued over the quarterly, with public exhibition of the DP from 13 May to 10 June. Council hosted an online community conversation on 23 May to provide information and an opportunity for input. Following public exhibition Council received 5 submissions on the Community Strategic Plan and 97 submissions on the Delivery Program, Operational Plan, and Budget. All submissions were considered by Council at the 30 June Extraordinary Meeting.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	Status	
5.2.1.3	Prepare and submit End of Term Report and Annual Report	Annual Report and associated documentation submitted to OLG; Annual Report on DIAP provided to ACWG	The 2020/21 Annual Report was presented to the 28 October Ordinary Meeting of Council and the End of Term Report was presented to the last meeting of Council on 25 November Ordinary Meeting. The OLG were advised in writing on 26 November 2021.	Achieved	✓
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	Achieved	✓
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>	In 2021/22 considerable progress was made around ensuring information for the public/community was available in different formats. The website officer provide advice and support to staff for a range of different projects with the aim of building capacity and awareness across the organisation of the importance of making information available to everyone, regardless of their circumstances.	Achieved	✓
5.2.1.6	Review and update Council business templates for consistency and accessibility	Review of core business templates completed and identified schedule for revising all templates determined; Accessible templates completed for highest priority templates.	The Media and Comms team, with input from staff have trialed and adjusted templates for accessible documents, and they will be rolled out across the organisation in early 2022/23. The priority of the Media and Comms team in the March quarter was the flood emergency and the focus of activity was ensuring the community had access to relevant, timely, clear and concise information.	Substantially achieved	■
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 has been placed online and has been kept updated through the year.	Achieved	✓

5.2.2: Incorporate wellbeing framework within organisation to inform decision making

Comment	Council partnered with the University of New South Wales (UNSW) to develop a whole-of-council outcomes measurement framework utilising the Social Progress Index. The Social Progress Index measures what matters most to community. Designed to complement economic measures, the Index uses societal and environmental outcome indicators. Community and staff workshops were held as part of the Community Strategic Plan Refresh to support the development of the framework. UNSW completed a thematic analysis of the Community Strategic Plan and Delivery Program and recommended outcomes, indicators and data sources to measure Council's progress. UNSW staff are working on the final version of the framework and the development of a Construction Manual to support implementation.
Highlight	The development of an outcomes measurement framework will support Council to assess its performance and set priorities for improvement. The focus on measurable outcomes makes the framework a useful policy tool to track community changes over time.

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
5.2.2.1	Embed an outcomes measurement system into the Integrated Planning and Reporting framework	Framework incorporated into integrated planning and reporting	Council partnered with the University of New South Wales (UNSW) to develop a whole-of-council outcomes measurement framework utilising the Social Progress Index. The Social Progress Index measures what matters most to community. Designed to complement economic measures, the Index uses societal and environmental outcome indicators. Community and staff workshops were held as part of the Community Strategic Plan Refresh to support the development of the framework. UNSW completed a thematic analysis of the Community Strategic Plan and Delivery Program and recommended outcomes, indicators and data sources to measure Council's progress. UNSW staff working on final version of framework and the development of a Construction Manual to support implementation.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	Status	
5.2.2.2	Deliver annual Community Donations Program	8 community initiatives supported	<p>Fourteen eligible applications were received for the Community Initiatives 2021-2022 round.</p> <p>Nine applications were approved by Council for delivery with a total funding of \$44,200. Of these, seven community groups have acquitted their projects, and two organisations have been granted an extension until December 2022.</p> <p>In March 2022, The Community Initiatives Policy was reviewed to remove duplication and improve program delivery.</p> <p>Applications for the Community Initiatives Program 2022-23 opened on 16 May and closed on 30 June. Twenty applications were received.</p> <p>Applications will be reviewed in July and successful applicants will be notified following the Council Meeting on 25 August.</p>	Achieved	✓

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	Comment	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	In 2021-2022 Primary Disclosure of Interests Forms were collected for Councillors newly elected for this term of Council, relevant designated staff and advisory committee members. Annual Returns of Interests were also collected for Councillors in the the previous term of Council and for designated staff. Two reminders were issued relating to staff obligations in declaring secondary employment. A program of issuing Certificates of Authority to relevant delegated staff was initiated, resulting in the issue and collection of 123 Certificates.	Achieved	✓
5.2.3.2	Review, update and publish Council policies online and report on the status of Council's policy register	100% of policies adopted by Council are available online within 7 days of adoption; online information to meet WCAG 2.1 AA requirements; annual status reported to ARIC	In 2021-2022 policies continued to be reviewed and reported to the Executive Team, the Audit, Risk and Improvement Committee and Council as necessary. The status of Council's policies as at 30 June 2022 is as follows. Of the 97 public policies: 82.5% are current, 14.5% have had reviews initiated and submitted Council, and 3% are overdue for review.	Achieved	✓

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 received a comprehensive formal induction in January and February 2022.
Highlight	Comprehensive formal induction provided to new term of Council following the 2021 Local Government Election.

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
5.2.4.1	Deliver the Councillor Onboarding Program following the 2021 Local Government Election	Program developed and delivered	The Councillor onboarding program was delivered following the Local Government election held on 4 December 2021. Councillors were provided with general induction sessions held 17 - 19 January 2022. This was complimented by weekly OLG webinars that commenced in February. Detailed workshop sessions on the development of the Delivery Program were held on 18 and 21 February.	Achieved	✓
5.2.4.2	Implement Councillor learning and development and capability framework	Training program delivered based on Councillors' identified needs	Ongoing professional development opportunities have been made available to Councillors as they arise. Information on LGNSW programs was shared with Councillors during the general induction sessions and again in June, with Councillors encouraged to consider their development needs to identify suitable training options. A "Planning for Non-Planners" workshop was delivered by LGNSW as part of the induction program on 19 January 2022.	Achieved	✓
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. A report on the status of resolutions was provided to Council each quarter.	Achieved	✓
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	Support was provided to the outgoing and incoming Council over the 2021/22 year, including providing an induction program, information on Councillor expenses and facilities, and supporting the coordination of Strategic Planning Workshops and Council Meetings.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	Status	
5.2.4.5	Implement and manage Code of Conduct training programs for Councillors, staff, and committee members	Training program delivered	Training was included in the Councillor induction in February 2022. Staff training is initially at induction and is conducted regularly thereafter. Committee members training has recently been concluded.	Achieved	✓
5.2.4.6	Implement and manage training in respect of Council's Code of Meeting Practice	Training program delivered	Council adopted a Code of Meeting Practice on 23 June 2022. Training on that Code was undertaken in the lead up to adoption. Legal Counsel attends Council meetings to advise Councillors on Code of Meeting Practice matters.	Achieved	✓

5.2.5: Enhance access and availability of information to the community

Comment	The Media and Comms team worked hard during the flood emergency to ensure there was clear information on a range of topics available to the community and on Facebook to help them understand, and get access to, assistance and grants.
Highlight	Information provided to the community during the flood emergency.

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
5.2.5.1	Exhibit Development Applications as required by the Community Participation Plan	DA exhibition meets CPP timeframes	During 2021/22 there were: - 666 Development applications were exhibited in accordance with the Community Participation Plan. - 865 Submissions were received in relation to development applications.	Achieved	✓

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

Comment	In 2021/22 Council continued to have solid results from engagement activities with the community, despite the COVID pandemic. Face-to-face meetings were moved to online meetings and Your Say Byron Shire was used by thousands of people to get access to information about projects, or to leave comments.
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2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
5.2.6.1	Support and guide staff in the preparation and implementation of communication and engagement plans for projects and initiatives.	Evidence of communication and engagement plans for relevant projects.	During 2021/22 the Media and Comms team worked with staff across the organisation to develop communication and engagement plans for their projects as a way of making sure that the community was aware of, and able to provide thoughts and opinion on, a wide range of projects and issues.	Achieved	✓
5.2.6.2	Manage media and social media enquiries about Council activities.	95% of enquiries responded to within deadline.	The Byron Shire is well known around Australia and the Media and Comms team again responded to many media enquiries in 2021/22. The team continued to work proactively with local media, providing opportunities for staff and the Mayor to comment many topics including COVID, erosion, planning and housing.	Achieved	✓
5.2.6.3	Keep community and Crown Reserve user groups updated with Crown Lands Transition progress information	All actions required of Council complete	Work with DPIE-CL on classification and categorisation of reserves continues, the necessary prerequisite to development of Plans of Management for those reserves.	Achieved	✓
5.2.6.4	Produce a regular community newsletter 'Something to Talk about'	Something to Talk About published by end of each calendar year.	The rates notice was rebranded as Something To Talk About and was distributed in July 2021.	Achieved	✓

5.3: Deliver a high level of customer service

5.3.1: Enhance external and internal customer service effectiveness

Comment	The Customer Service Strategy and Action Plan 2019-22 concluded this financial year and results indicate improved community satisfaction; revisions to Report It user experiences, the commencement of improvements to CRM tracking, improved customer service accountability, and increased training for staff have also been achieved.
Highlight	Delivery of service excellence training to staff


2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
5.3.1.1	Maintain online reporting to community on service guarantees	Performance reports updated quarterly	All updates complete. Reporting will continue next financial year.	Achieved	✓
5.3.1.2	Deliver great service to our customers and provide consistent, accurate and timely information	Improvement in Community Satisfaction Survey results	The Customer Service Strategy and Action Plan 2019-22 concluded this financial year and results indicate improved community satisfaction; revisions to Report It user experiences, the commencement of improvements to CRM tracking, improved customer service accountability, and increased training for staff.	Achieved	✓
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	Commenced and has been ongoing via the C zone review (previously E zone) and Housekeeping LEP amendments. Ongoing in 2022/23.	Partially achieved	□
5.3.1.4	Prepare submission/s on draft changes to State government planning policy or legislative reforms	Submission/s prepared where required.	Fourteen state agency submissions made during the 2021/22 financial year.	Achieved	✓

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	Comment	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 majority of actions in the Customer Experience Strategy 2019-2022 Action Plan activities were successfully implemented (some activities were delayed due to impacts of COVID-19), resulting in increased customer service improvements across Council.	Substantially achieved	

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 and maintaining a focus on appropriate timing for moving fleet to EV's.
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2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
5.4.1.1	Annual review of suitability and utilisation of light and heavy fleet	Review complete and reported to Manager Works	Meetings with Key Stakeholders to discuss suitability and utilisation are part of the process with Fleet replacements. These meetings will continue throughout the 2022/2023 period and reported to Management as required. Review of light fleet options complete and reported to ET.	Substantially achieved	
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 on the replacement of equipment is carried out on an ongoing basis and current meetings involve discussion on options of how to access additional plant and equipment. After numerous delays Ausfleet has finalized the latest version of their fleet management software. Light fleet replacements have experienced some lengthy delays due to supply issues. Heavy fleet program, with similar if not worse supply issues have been on schedule with the exception of a couple of carry overs. these are pending the review outcome of the additional plant and stock availability. Vehicle replacement and management continues to be carried out to approved programs.	Achieved	

5.4.2: Improve further Asset Management Systems capability (SP)

Comment	In 2021/22, a review and update of the Strategic Asset Management Plan was completed
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	Comment	Status	
5.4.2.1	Update the Strategic Asset Management Plan in accordance with IP&R requirements	Complete the review of the SAMP	The updated Strategic Asset Management Plan has been adopted by Council in accordance with NSW Integrated Planning and Reporting (IP&R) requirements.	Achieved	✓
5.4.2.2	Develop system driven Urban and Rural Drainage Maintenance Program	Maintenance program operational within Reflect software system	The Drainage Maintenance Program is now operational within software system Reflect. System is working well and making work area more efficient.	Achieved	✓
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 was completed in line with usual budget planning processes. Further reporting on the state of drainage infrastructure was planned for early 2022 to help guide the new Council. The floods delayed and continue to delay staff commencing this work. The aim is to provide detail the current known state of infrastructure and also on how budget allocations, asset condition and data deficiency impacts staff ability to develop a well rounded long term program for drainage. The shire wide flood mitigation program was reported to the June Floodplain Management Advisory Committee and a further workshop to prioritise actions is planned in July. It is proposed then a prioritised mitigation program will be reported to Council via the next available Floodplain Management Advisory Committee meeting.	Achieved	✓
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 was completed in line with usual budget planning processes. Further reporting on the state of active transport infrastructure is planned for 2022/23 to help guide the new Council. The aim is to provide on the current known state of infrastructure and also on how budget allocations and asset condition impacts staff ability to develop a well rounded long term program for active transport that can achieve Bike Plan and Pedestrian Access and Mobility Plan actions at a speed which the community desire.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	Status	
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 was completed in line with usual budget planning processes. Further reporting on the state of road and bridge infrastructure is planned for 2022/23 to help guide the new Council. The aim is to provide detail on the current known state of infrastructure and also on how budget allocations and asset condition drive the road and bridge program. In recent times pressure has been received to increase spending on drainage post the recent floods, without additional funding staff would need to reduce spending on roads in order to increase spending on drainage. This can be further investigated in the reporting.	Achieved	✓

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	Comment	Status	
5.4.3.1	Complete the annual infrastructure assets report	On time completion of the annual report on infrastructure assets		Achieved	✓

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	Comment	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.			Achieved	

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	Comment	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	4 year Workforce Plan finalised and endorsed by Council on 30 June	Achieved	✓
5.4.5.2	Monitor, review and update Long Term Financial Plan	Long Term Financial Plan 2020-2030 adopted and subsequently updated quarterly	Long Term Financial Plan for 2022-2032 completed. Adopted by Council on 30 June 2022 in conjunction with Integrated Planning and Reporting Documents for 2022/2023 (Resolution 22-329).	Achieved	✓

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.
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2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
5.5.1.1	Financial reporting as required provided to Council and Management	Within ten days of month end for management reporting and within agenda deadlines for Council.	Financial reporting completed on an ongoing basis as required for monthly reporting and Council/Committee Meeting agenda deadlines throughout the 2021-2022 financial year.	Achieved	✓
5.5.1.2	Support the organisation in identifying financial implications of projects, proposals and plans	Financial comments provided in Council reports as required within agenda deadlines.	Providing support as required for projects, proposals and plans whilst providing financial implication comments in Council reporting as required throughout the 2021-2022 financial year.	Achieved	✓

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 and most recently the devastating floods of February/March 2022. Whilst Council's primary goal of \$1million in unrestricted cash has not been able to be maintained during 2021/2022, considering the impacts the current balance of \$0.126million is satisfactory. Pending further impacts for the 2021/2022 financial year to be recognised in the financial statements, the ultimate aim of Council is to work towards restoring the \$1million in unrestricted cash balance.
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2021/22 Operational Plan Activities





OP Code	Operational Plan Activity	Measure	Comment	Status	
5.5.2.1	Maintain and improve internal financial controls	Reconciliations undertaken monthly within 10 days of month end.	Month end reconciliations and internal controls reviewed each month throughout the 2021-2022 financial year.	Achieved	✓
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 (Resolution 21-434) and lodged with the Office of Local Government on 29 October 2021. Published Financial Statements have been advertised and uploaded to Council's website.	Achieved	✓
5.5.2.3	Ensure Council revenue billing and payments are available in an accessible format	Increase uptake of electronic billing option by ratepayers from 2019/20 to 2020/21; online billing and payment information is compatible with WCAG 2.1 AA requirements	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. This outcome is higher than the previous financial year.	Achieved	✓
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 charges percentage at 30 June 2022 expected to remain just below benchmark but well above Council's benchmark.	Achieved	✓
5.5.2.5	Manage treasury functions of Council to maintain cash flow and maximise return on invested funds	Compliance with investment policy, T Corp directives and interest on investment revenue budget achieved	Council's cashflow has been managed throughout the 2021-2022 financial year especially following the February/March 2022 flood events and subsequent recovery costs to 30 June 2022. Investment returns have suffered throughout the year through continual low interest rates.	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	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.	Throughout the 2021-2022 financial year, Council's ability to invest in opportunities supporting environmental and social inclusion outcomes has been declining due to NSW Treasury Corporation investment restrictions placed on Council loan borrowings that has limited opportunities and required Council to invest with financial institutions that are more linked to fossil fuels given their stronger credit rating that those financial institutions that are not aligned to the fossil fuel industry.	Achieved	✓
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. Adopted as part of the 2020-2021 Financial Statements on 28 October 2021 (Resolution 21-434).	Achieved	✓

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	Comment	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.	Many actions identified in the Annual Procurement Plan were completed including establishment of the Authority and Open Forms Contract Request and Award form, updates to the Procurement Guide, and publication of the GIPA Act register.	Substantially achieved	
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	Training and education opportunities in procurement processes and information were offered to staff in 2021-22 through a variety of forums including two ICAC workshops, quarterly induction to new staff, intranet articles on key updates, and attendance at training sessions (offered by third party providers). A training and education plan has been prepared for 2022-23.	Achieved	
5.5.3.4	Assist in building the NRJO Council's regional procurement capacity and implement NRJO actions where applicable	Participate in regional joint procurement initiatives as the opportunity arises	The NRJO continues to meet regularly and Council representatives attend and participate.	Achieved	
5.5.3.5	Improve Council's sustainable procurement performance	Implement a minimum of one recommendation from the 2020 Sustainable Choice Procurement Survey report	A new Renewable Energy Supply Agreement was entered into on 1 January 2022, however, due to staff changes and impacts of flood disaster, sustainable procurement was not the focus for the second half of the 2021-22 financial year. This activity will be continued in 2022-23.	Achieved	

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	Comment	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.	LSI and results debrief undertaken with newly appointed manager. External leadership coaching for ET members undertaken in first 6 months of reporting year only. No internal leadership coaching has been undertaken in this reporting year. Leadership coaching provided for ET members and Manager P&C between July 2021 and December 2021. This action will continue in 22/23 Op Plan.	Partially achieved	<input type="checkbox"/>
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	Five cross-directorate meetings were held to strengthen internal collaboration and planning in response to homelessness. Two cross-directorate submissions were prepared and submitted to support Council's advocacy efforts. One submission was developed for the NSW Legislative Assembly Committee on Community Services Inquiry into Options to Improve Access to Existing and Alternate Accommodation to Address the Social Housing Shortage. The second was made to the NSW Government's pre-Budget submission process to highlight the housing crisis in the Byron Shire and to restate the position of the Northern Rivers Joint Organisation (NRJO).	Achieved	<input checked="" type="checkbox"/>


5.6.2: Ensure support for employees physical and mental health

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	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	Prevention program aimed at reducing sprains and strains to be delivered by First Light in August/September 2022.	Achieved	✓
5.6.2.2	Deliver a health and wellbeing expo for staff	Expo delivered with 70% of staff attending	COVID in the latter part of 2022, flood events in early 2023 and associated recovery efforts made it difficult to organise and hold the annual Expo in the reporting period. The 2022/23 Expo will be held in October 2022.	Deferred/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	Comment	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.	Some Managers have developed comprehensive action plans focused on improving culture in response to insights obtained through OCI and OEI undertaken in April 2021. Following culture results debriefs with each Manager, P&C provided support, assistance and reminders about the importance of developing an action plan in consultation with their teams. Organisational culture improvement initiatives reflected in newly adopted 4 year Workforce Plan.	Substantially achieved	

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

Comment	<p>System improvements are ongoing. Current activities include:</p> <ul style="list-style-type: none"> - Cyber security improvement ongoing - Planning is underway for improvements to the IT disaster recovery facility <p>Planning underway for CRM (customer request management) improvements</p> <ul style="list-style-type: none"> - Phone system replacement ongoing - New water maintenance solution ongoing
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2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	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	The Application Whitelisting project has been completed within time and budget with minimal disruption to operations.	Achieved	✓
5.6.4.2	Develop and implement internal systems and staff training programs to ensure compliance with Native Title Act requirements.	null	Training and information has been made available to Councillors, Executive, Managers and staff and will be going. Internal systems have been developed this year but work will continue to improve them over time.	Achieved	✓

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

Comment	All public requests for information were delivered within legislative guidelines for the current reporting period. Planning is now underway to upgrade the document management solution.
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2021/22 Operational Plan Activities



OP Code	Operational Plan Activity	Measure	Comment	Status	
5.6.5.1	Coordinate and publish the Disclosure Log of Formal GIPA Access to Information requests to Council's website	GIPA disclosure logs published online	Disclosure log updated as required in accordance with the GIPA Act	Achieved	✓
5.6.5.2	Process Formal GIPA Access to Information Requests in accordance with legislative timeframes; review all Formal GIPA Access to information procedure to ensure legislative compliance	Processed within statutory timeframes.	Applications increased last year from 18 in 2020/2021 to 25 in 2021/2022	Achieved	✓
5.6.5.3	Monitor all inwards electronic email received in Council's generic mailbox, store these in Council's Electronic Document Records Management System (EDRMS); scan and process to EDRMS all Council's hardcopy inwards mail	Inwards mail and council inbox stored/scanned within 3 days	Registration of inwards correspondence is being processed as required	Achieved	✓

OP Code	Operational Plan Activity	Measure	Comment	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 progressed to plan. Achievements for the year included:</p> <ul style="list-style-type: none"> - Cyber security improvements; significant progress in complying with the federal government's "Essential 8" framework - Transition of all online forms to new electronic forms platform - Application upgrades where needed to remain within vendor supported version window - New online integration for development applications processing with Department of Planning & Environment - New electronic signature solution - Customer request management efficiency improvements - CCTV expansion and refresh for Byron CBD - CCTV installation for Byron Resource and Recovery Centre - Computer hardware refresh cycle maintained - Administration office meeting room technology refresh - Transition of phone system to new platform (Microsoft Teams) - Improvements to disaster recovery facility to better support remote staff functionality 	Achieved	✓
5.6.5.5	Implement eForms platform for all directorates	Council wide e-forms platform implemented	The electronic forms platform was transitioned to a new solution, including the migration of all existing online forms	Achieved	✓

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 and the February/March flood events the focus for 2021/22 was 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.
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2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	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	Implementation of the Enterprise Risk Management Module in Pulse has re-commenced with the commencement of the new Strategic Risk Coordinator. As part of this module commencing risk owners will be asked to review their risks in the first quarter of 2022-23. A review of the Risk Management Strategy and Risk Appetite with Councillors is planned to occur in the second half of 2022. Quarterly Risk Management reporting to ET and ARIC occurred throughout 2022-23.	Substantially achieved	
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	The inclusion of in-person quarterly Risk Management and Procurement inductions has been a positive initiative in embedding a risk management culture and awareness for new starters. The expected rollout in July 2022 of the new Enterprise Risk Management module will further assist to embed this awareness for staff. Consultation and drafting of a proposed internal events risk management process was undertaken in 2021-22 and is expected to be considered by the Executive Team in early 2022-23.	Substantially achieved	

OP Code	Operational Plan Activity	Measure	Comment	Status	
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	Annual desktop testing of the Business Continuity Plan occurred August 2021. Ongoing refinements due to business impacts and new identified needs emerging from COVID-19 and the February and March 2022 Flood Events and debriefs will result in further refinements to the Business Continuity Plan and sub-plans. It is expected updated documents, along with the communication protocol for meetings and councillor communication (Res 22-148) to be provided to the Executive Team (and then to ARIC) for endorsement by September 2022.	Achieved	✓
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	During 2021-2022, Council's new internal auditors commenced (Grant Thornton) as part of a 4 year contract. Three internal audits were conducted through Grant Thornton: Pay Parking, Cyber Security, and Payroll - Data Analytics. There were four ARIC meetings scheduled, with three held (no quorum achieved for one meeting).	Achieved	✓

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	Comment	Status	
5.6.8.1	Assess and provide advice on internal and external insurance claims or concerns	Increase in claims managed in house by Council; insurance matters are managed in a timely, efficient and effective manner	The majority of under excess claims have been managed in-house by Council in a timely manner, with only a few referred to Council's Insurer to manage in 2021-22 primarily as a result of an increase in workload due to the February 2022 Flood Event.	Achieved	✓
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	In 2021-22 Council's Insurance Officer provided monthly insurance reports to the Executive Team to inform decision-making across Council. The annual insurance renewal process was also completed and cover effected for 2022-23.	Achieved	✓
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.	Achieved	✓

5.6.9: Develop and implement organisational innovation and creativity

Comment	Organisational innovation and creativity has focused on collaborative responses to homelessness. A collective impact approach underpins Council's work to reduce homelessness and rough sleeping in the Byron Shire. Through the Ending Rough Sleeping Collaboration, Council has been facilitating a number of sub-groups to reduce rough sleeping, one particular initiative is Service Coordination Group with the homelessness sector. The group uses a By-Name List to coordinate supports for people experiencing homelessness. Maintaining a By-Name List, enables organisations from across the sector to collaboratively track and quantify homelessness, in order to have access to a real time picture of how their services are working. This information is used to drive evidence-based improvements and help reduce rough sleeping and chronic homelessness.
Highlight	Council has advocated for innovative responses to rough sleeping; mobile vaccination clinics, outreach flood recovery services and a post-flood data collection exercise.

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
5.6.9.1	Identify evidence based opportunities to enable creativity and innovation in local government	Collective impact initiative undertaken, evaluated and showcased.	<p>A collective impact approach underpins Council's response to the many challenges of rough sleeping in the Byron Shire. Council is working in a 'backbone' role; facilitating community meetings and working groups, aligning organisations, focusing on shared measurement and creating opportunities for local engagement and collaboration, across organisations, agencies, community members and people with lived experience of homelessness.</p> <p>Through this work, Council has participated at the Australian Alliance to End Homelessness Action Labs, facilitated an evidence-based submission to the flood inquiry, in collaboration with the End Street Sleeping Collaboration and partnered with Collaboration for Impact to create systemic change and reduce rough sleeping.</p>	Achieved	✓

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

Comment	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.
Highlight	LG Performance Excellence Program completed and report received December 2021

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
5.6.10.1	Complete 2021 LG Performance Excellence Program	Data submitted and report obtained	Complete.	Achieved	✓
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	In 2021-2022, the annual status was reported to the Audit, Risk and Improvement Committee in August 2021 as required. The six-monthly status was reported to the Executive Team in August 2021 and February 2022. The register was updated to reflect changes and additions to legislative requirements eg the requirements of the Modern Slavery Act.	Achieved	✓
5.6.10.3	Provide relevant statistics/business intelligence data to the Executive Team to inform strategic decision-making	Regular reports provided to Managers and Executive Team 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 throughout 2021-22. This has included reporting on grants, risk, audit reviews, insurance, procurement expenditure, compliance, secondary-employment and customer activity data.	Achieved	✓

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

Comment	Council continues to maintain effective relationships with key stakeholders, neighbouring councils and government agencies across all services and via a wide range of state, regional and local networks and direct relationships.
Highlight	<p>Some highlights in 2021/2022 include:</p> <ul style="list-style-type: none"> - Substantial and ongoing regional and local collaboration with residents, service providers, community groups, neighbouring councils and state and federal government agencies in response to the 2022 flood events. - Participating in DPIE-Crown Lands NSW Executive and Operational Working Groups to collaborate and advocate on cross-agency matters - Participating in regional networks including the Regional Risk Management Group, Northern Region Joint Organisation Procurement Group and Human Resource Managers groups, and the North Coast Safety Group .

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
5.6.11.1	Participate in Northern Rivers Joint Organisation (NRJO) forums	Participate in regular NRJO meetings	Council continues to be an active member of NRJO.	Achieved	✓

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. In addition to these, Council has been allocated significant natural disaster grant funding which is being actively managed to deliver emergency and recovery works across the shire.
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2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
5.6.12.1	Coordinate competitive grant applications with Council's business units to meet Federal and State government outcomes	60% of proposed grant applications submitted	Council has continued to apply for and be awarded grants in 2021-22 as follows: 66 grants submitted 34 grants awarded 22 unsuccessful grants notified (including applications made in 2020-2021). 15 grants awaiting determination as at 30 June 2022.	Achieved	✓
5.6.12.2	Provide sound governance for grants management	Successful delivery of funding body requirements on grant funded projects	Council has continued to actively manage the grant funding it has received which includes 87 grants as at 30 June 2022; two of the grants programs have 37 projects associated with them. In 2021-22, 17 grants were acquitted.	Achieved	✓

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

Comment	The Legal Services team is integral to Council's overall legal performance
Highlight	The Legal Services team provides efficient, high-quality legal advice across the organisation. It also provides representation in all Local Court matters and instruction Land and Environment Court matters

2021/22 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comment	Status	
5.6.13.1	Provide in-house legal advice to the organisation to inform decision making and minimise organisational risk	Deliver monthly legal services status reports	Advice is provided regularly both on request and pre-emptively when information becomes available to the Legal Services team. That process will continue in 2022-23.	Achieved	✓
5.6.13.2	Represent Council's legal interests	Manage litigation to best advance Council's interest	Council appears in Local Court matters either through members of the Legal Services team or by arrangement with the Police Prosecutor. That Local Court representation will continue in 2022-23.	Achieved	✓
5.6.13.3	Manage code of conduct matters	100% of matters dealt with and statutory reporting deadlines met	As at 30 June 2022 there was one Code of conduct matter. It was against staff. It was be managed pursuant to Council's Procedures for the Administration of the Code of Conduct. It is expected to be finalised in July 2022.	Achieved	✓