

Byron Shire Council

Operational Plan Quarterly Report Q1

**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

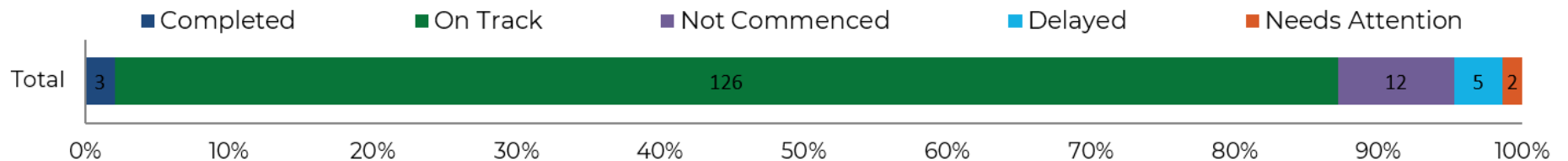
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Community Objective 1: We have infrastructure, transport, and services which meet our expectations

- 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)

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.1.1	Implement annual rural drainage planned maintenance works	Completion of works / budget expended	Storm Damage Recovery nearing completion. Planned maintenance program to follow.	On Track	▶
1.1.1.2	Deliver gravel resheeting program	Completion of program	Works have recently completed on roads affected by the storm damage claim. Program for gravel resheeting will commence later in this calendar year.	On Track	▶
1.1.1.3	Deliver Bridge Maintenance Works Program	Works complete on site	Works program now available on Council's website. Water depth at Tallow Creek continues to delay works commencement, output measure will be met. Orana Bridge, Belongil Creek Bridge, repairs work being programmed.	On Track	▶
1.1.1.4	Deliver Major Patching Program	Completion of program	Major patching works will focus on South Golden Beach in October/November then Byron Bay in November/December in conjunction with AC Overlay program. Major patching associated with the reseal program is being scheduled for Middle Pocket Road later in Q2 of this FY.	On Track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.1.5	Deliver Pavement Asphalt Overlay Program	Completion of program	Program to continue with in South Golden Beach in October following the completion of Fixing Local Roads - Ocean Shores. Street in the program include Gloria St Robin St Peter St Helen St Royal St Rangal St Pacific Esp Elizabeth St	On Track	
1.1.1.6	Deliver Reseal Program	Completion of program	Major reseal of Middle Pocket Road being scheduled for Q2 this FY.	On Track	
1.1.1.7	Deliver Broken Head Reserve Road Traffic Control Works - Stage 1	Works Complete on site and road open to traffic	Final concept designs being reported to Council's October planning meeting for approval to develop Issue For Construction drawings and works commencement.	On Track	







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










2020/21 Operational Plan Activities


OP Code	Operational Plan Activity	Measure	Comments	Status
1.1.2.1	Undertake urban roadside tree maintenance for dead, dying, and dangerous trees	Program within budget and identified dangerous trees treated	A continual cycle of maintenance is required on some particularly heavily forested rural roads, Council may need to engage additional contractors to keep up.	On Track 

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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.3.1	Deliver Road Side Barrier Renewal Program Shire Wide	Completion of program	Program developed. Commencement date will depend on border restrictions.	On Track	
1.1.3.2	Deliver access ramp and footpath upgrade and renewal program shire wide	Access ramps and footpaths upgraded, as per program, in conjunction with planned capital projects to improve accessibility for community and consultation with Access Consultative Working Group	Program has been developed and added to Council's website. This year's program is one large project being 140m of footpath and 3 access ramps to connect Assisted Living Accommodation to Waterlilly Park, Ocean Shores. Program to be handed over to operations for completion of on ground works.	On Track	
1.1.3.3	Deliver replacement of damaged kerb and gutter Shire wide as per inspection report	Completion of program	All resources are tied up on Fixing Local Roads - Ocean Shores. Program will commence following this project.	On Track	
1.1.3.4	Deliver replacement of damaged footpaths Shire wide as per inspection report	Replacement of footpaths in accordance with inspection reports	The following footpath works were completed in September: Tamarind Ct Fletcher St Fingal St Tweed St Lawson St	On Track	
1.1.3.5	Deliver Retaining Wall renewal Program Shire Wide	Completion of program	Program Developed and will commence in October	On Track	
1.1.3.6	Deliver road reconstruction work on the Pocket Road Stage 2	Works complete on site and open to traffic	Geotechnical and flood investigation has delayed the works package finalised for handover to construction teams. Currently programmed for construction in early 2022.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.3.7	Deliver Myocum Road Safety and Upgrade Program	Works complete on site and road open to traffic	Works on site are progressing well and taking advantage of current dry weather conditions.	On Track	
1.1.3.8	Deliver Fern Street Reconstruction	Works Complete on site and road open to traffic	Community consultation of designs has been delayed and will commence once Stuart Street on ground works are substantially complete.	On Track	
1.1.3.9	Deliver Stuart Street Upgrade	Stage 1 and 2 Works Complete on site and road open to traffic	Stage 1 works complete. Stage 2 work construction package is being developed and is programmed to commence on ground in October 2021.	On Track	
1.1.3.10	Deliver Carlyle Street Renewal	Works Complete on site and road open to traffic	Consultation on designs has been received well to date, further more detailed consultation with impacted residents to be completed in October.	On Track	
1.1.3.11	Deliver Main Arm Road Safety and Upgrade Program	Construction Works Package complete	80% preliminary designs have now been received and designs are now under a second review process.	On Track	
1.1.3.12	Deliver Bayshore Drive Renewal - Byron Arts and Industrial Estate	Construction Works Package complete	Internal design discussions are ongoing. Design programmed to commence second half of financial year.	On Track	
1.1.3.13	Deliver South Beach Road Car Park Upgrade	Construction Works Package complete	Detail design is ongoing and progressing.	On Track	
1.1.3.14	Deliver Englishes Bridge Renewal	Works Construction Package complete	Tender release in August was delayed due to issues procuring the flood study, consultant availability. Expected tender release is now programmed for end of September 2021.	On Track	
1.1.3.15	Deliver Federation Bridge Debris Deflectors - Mullumbimby	Construction Works Package complete	Awaiting outcome of grant application.	Not Commenced	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.3.16	Deliver Kolora Way Footpath and Bridge Upgrade	Construction Works Package complete	Prices for the Environmental Impact Statement following a request for quotation process are over the current available budget. This is contradictory to previous advice and suggests considerable price increases over last 12 months due to current market workloads. Staff are investigating options to progress project.	Needs Attention	
1.1.3.17	Deliver Lawson Street Renewal	Construction Works Package complete	Proposed landscaping has been overlaid on the site constraints mapping in order to guide an agreed scope and landscaping location. Further internal discussions will follow.	On Track	
1.1.3.18	Deliver Middle Pocket Road Upgrade - Section 1	Works Complete on site and road open to traffic	Team planning to value add to project scope using Election Commitment Grant funds in order to achieve better value for money and an expanded scope. Currently programmed for construction in November.	On Track	
1.1.3.19	Deliver Rifle Range Rd Intersection Upgrade	Works Complete on site and road open to traffic	Design submitted to TfNSW for endorsement. Approval from TfNSW of this stage will enable Council to finalise detailed design for submission to TfNSW. It is expected this will take two months at which point the project could be tendered. Construction is therefore likely to commence in first half of 2022.	On Track	
1.1.3.20	Deliver Sherringtons Bridge Renewal	Construction Works Package complete	Bridge works have been added to Englishes bridge design and construct tender process to evaluate market costs and potential opportunities for improved value for money. Expected tender release is now programmed for end of September 2021.	On Track	
1.1.3.21	Deliver Upper Main Arm Bridge Renewal	Works Construction Package complete	Bridge works have been added to Englishes bridge design and construct tender process to evaluate market costs and potential opportunities for improved value for money. Expected tender release is now programmed for end of September 2021.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.3.22	Deliver Upper Main Arm No.2 Causeway Renewal	Works Construction Package Complete	Design ongoing. Property evaluation for acquisition has begun. Construction is currently tentatively programmed to commence in first half of 2022, this is subject to change due to weather, other project deliveries and priority changes.	On Track	▶
1.1.3.23	Deliver Fixing Local Roads - Ocean Shores Resurfacing project	All program works complete and roads open to public	Kerb and Gutter repairs 60% complete. Asphalt Stage 1 complete. On track for October completion. Project on time and on budget.	On Track	▶








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



2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.4.1	Seek and apply for grants that deliver new or upgraded road networks	Ongoing - suitable grants applied for throughout year	Awaiting Fixing Country Roads grant program to open. Safer Roads Program applications under development. Black Spot program applications under development. Fixing Local Roads grants submitted. Roads to Recovery projects approved by TfNSW.	On Track	▶
1.1.4.2	Deliver Speed Radar Sign Trial	Signs Purchased and deployed on site	Three speed radar signs have been procured. 6 rotational locations have been chosen and will be reviewed. Locations will be provided to operations for installation prior to busy peak summer period.	On Track	▶

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

2020/21 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.6.1	Review and update 10 year Stormwater Levy program	Program reviewed and ready for development of following years budget	Review is underway in line with usual budget planning processes.	On Track	
1.1.6.2	Deliver 44 Kingsley Lane - Kerb and Gutter to prevent property flooding at a number of properties	Works complete on site	Construction is currently tentatively programmed for January 2022, this is subject to change due to weather, other project deliveries and priority changes.	On Track	
1.1.6.3	Deliver Annual Urban Drainage Maintenance works	Complete 70% of programmed maintenance for urban drainage	Works commenced in August with the first crew starting. Focus on Ocean Shores initially. Positive feedback from community for actions undertaken to date	On Track	
1.1.6.4	Deliver South Golden Beach Street Drainage Upgrade - Gloria Street East	Construction Works Package complete	Not programmed to commence until second half of financial year.	Not Commenced	
1.1.6.5	Deliver South Golden Beach Street Drainage Upgrade - Clifford Street	Works complete on site and road open to traffic	Works package ready for Director sign off and is programmed for sign off in first week of October. Funding to be amended in September 1/4 review. Package to be passed to Works Construction team upon adoption of September 1/4 review.	On Track	
1.1.6.6	Deliver Lighthouse Rd / Reflections Stormwater Diversion Upgrade	Works Complete on site and road open to traffic	Works have now commenced on site and are progressing well.	On Track	
1.1.6.7	Deliver New Brighton / Ocean Shores Overland Flow and Drainage Upgrade Study	Commence study and report to Floodplain Management Committee	Awaiting outcome of grant application.	Not Commenced	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.1.6.8	Deliver Rajah Road Flood Flow Path	Works Complete on site	Works Package handed over to construction team. Construction is currently tentatively programmed for January 2022, this is subject to change due to weather, other project deliveries and priority changes.	On Track	
1.1.6.9	Deliver Stormwater Capital Maintenance Renewal Works Program	Works complete on site	Programmed has been developed, has been added to Council's road works program webpage and passed to Operations Team for delivery of on ground works.	On Track	

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

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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.1.1	Building assets managed to support the provision of services to the community.	Building asset management actions are identified, documented, monitored and reported to community in line with Strategic Asset Management Plan and access requirements.	Actions on track. Byron Bay library ceiling rectification works scheduled. Byron Bay Library hot water system replaced. Fencing repairs to Byron Bay library car park complete. Public toilet maintenance undertaken on daily basis. Lilly Pilli Preschool plumbing repaired, roof quoted and contractor procured. Brunswick Valley Community Centre roof replacement scope of works underway.	On Track	
1.2.1.2	Complete 80% of programmed maintenance for water and sewer assets	Complete 80% of programmed maintenance for water and sewer assets	achieved over 80% for PM	On Track	
1.2.1.3	Implement planned maintenance program for resource and recovery operational assets	Program within budget	Servicing and maintenance of public place resource recovery assets continuing. Initial assessment undertaken for development of Asset Management Plan for Resource Recovery Centre and programmed maintenance schedule for the Resource Recovery Centre.	On Track	




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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
1.2.2.1	Implement Open Space Programs in accordance with the adopted Open Space Asset Management Plan	Programs amended in line with AMP and adopted budget	Open Space asset renewals, repairs and maintenance across 71 parks (with infrastructure), 35 playgrounds, 10 sports fields, 7 skate parks, 20 hard courts (tennis/netball/basketball), and two pool facilities are prioritized according to recommendations within the Open Space Asset Management Plan	On Track 






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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
1.2.3.1	Amend the Recreational Needs Assessment 10 year program to 2032	Completed in line with the 22/23 budget development program	Needs assessment action plan framework and working group in place. Actions are being prioritized and future budget requirements identified.	On Track 
1.2.3.2	Deliver Ewingsdale Road Shared Path Missing Link Upgrade	Works complete on site	Works Package handed over to construction team. Construction is currently tentatively programmed for January 2022, this is subject to change due to weather, other project deliveries and priority changes.	On Track 
1.2.3.3	New Developer Contributions Plan	Complete and adopt the Plan	Data continues to be gathered for the new plan	On Track 

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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.4.1	Deliver Accessibility outcomes within Capital works and infrastructure programs	Funded elements delivered	Accessibility is a key consideration within all planned Capital works and Infrastructure programs. Current consideration relative to upgrades of Mullumbimby Heritage Park play area and upgrades of park furniture across the Shire, and new accessible pathway at Bangalow Parklands.	On Track	
1.2.4.2	Deliver accessibility outcomes within Capital works and infrastructure renewal programs	Adopted Program	Accessibility is a key consideration within all planned Capital works and Infrastructure programs. Current consideration relative to upgrades of Mullumbimby Heritage Park play area, Bangalow Parklands, and in upgrades of park furniture across the Shire,	On Track	
1.2.4.3	Maintain beach entry points to agreed levels of service	Maintained in accordance with AMP within adopted budget	Regular inspections of beach access paths are programmed and maintenance repairs completed on an as-needs basis. Upgrade works to beach accesses at South Golden Beach and Suffolk Park have been completed.	On Track	
1.2.4.4	Construct the Byron Skate Park and Recreation Hub	Construction complete	Tenders have been received for construction and are currently being evaluated. Tenure under negotiation with Crown Lands.	Not Commenced	
1.2.4.5	Deliver the grant funded car park works and provision of off-leash dog area project at the Mullumbimby Recreation Grounds	Commencement of works which will be delivered in 2023	Awaiting outcome of grant application.	Not Commenced	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.4.6	Support the Bangalow Showgrounds Section 355 Committee to deliver the grant funded road works and rotunda renewal project	Committee is supported to deliver the project in accordance with funding agreement	Quote for design & document slab, footings, steel frame & roof detail of Rotunda accepted by Committee. Design works underway.	On Track	

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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.5.1	Implement successful building grants eg stronger country communities program	Complete grant approved projects	The Mullum War Widows cottage upgrade has been completed	On Track	▶
1.2.5.2	Progress planning of renewal / upgrades of Byron Bay Pool	Plan for renewal / upgrades developed and reported to Council	August Project Reference Group meeting 11/8 discussed response to Crown reiterating BSC intensions for the site following recent Crown identification of risks. Feasibility RFQ process delayed subject to processing of Pool Managers unsolicited proposal	On Track	▶
1.2.5.3	Manage Surf Life Saving Contract for patrolled areas	Service program delivered	Surf Life Saving Contract in place and patrols operational.	On Track	▶
1.2.5.4	Upgrades at Marvel Hall including asbestos removal and kitchen upgrade	Upgrade works completed	Final planning stage underway with architect.	On Track	▶
1.2.5.5	Report on the feasibility study on converting the Petria Thomas Swimming Pool in Mullumbimby into a year round, solar heated facility, including a disability access ramp to the existing 50 metre pool, a splash children's pool, and a rehabilitation / hydrotherapy pool, and consider various water treatment options	Feasibility study completed	Consultant engaged, feasibility underway and timeframe on track. Due completion of Study on 31 October 2021.	On Track	▶

1.2.6: Optimise Council's property portfolio (SP)

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.6.1	Progress Lot 12 Bayshore Drive Byron Bay future use	Implement council resolutions on the preferred future use	TAFE DA being assessed. Report going to the 28 Oct meeting of Council	On Track	▶
1.2.6.2	Ongoing detailed road assessment and valuation for the purposes of closure and potential land sale as required.	Ongoing actions complete throughout year as required	Various actions and issue resolutions is ongoing. Booyong Road compulsory acquisition process has been cancelled and the acquisition will be completed through agreement. Myocum Road acquisitions being finalised. Broken Head shared path acquisition being progressed towards finalisation.	On Track	▶
1.2.6.3	Purchase of land access for Lot 4 Mullumbimby	Complete the purchase	Survey commenced for the subdivision. Further meeting held with TfNSW	On Track	▶
1.2.6.4	Progress infrastructure planning for the Ewingsdale Road corridor	Complete assessments	Meeting held with TfNSW regarding their modelling and the progression of the Ewingsdale Interchange Strategic Business Case	On Track	▶
1.2.6.5	Ongoing management of contracts for operation of First Sun and Suffolk Park Caravan Parks	Net operating budgeted profit met or exceeded.	Bi-monthly meetings undertaken with Contract Manager. Ongoing management of contract on track. COVID-19 NSW lockdown and QLD border closures significantly impacting holiday park output measures.	On Track	▶
1.2.6.6	Manage approval to operate licence conditions for First Sun and Suffolk Holiday Parks	Approval to Operate Conditions achieved	ATO conditions underway and ongoing, 3 year timeframe for special conditions submitted to governing body for approval. Working on 5 year timeframe for all ATO conditions.	On Track	▶
1.2.6.7	Deliver adopted capital works program for First Sun Holiday Park	Delivery of adopted program	Capital works program underway and on track for 21/22 financial year. Program outlined within adopted budget.	On Track	▶
1.2.6.8	Deliver adopted capital works program for Suffolk Park Holiday Park	Delivery of adopted program	Capital works program underway and on track for 21/22 financial year. Program within adopted budget.	On Track	▶
1.2.6.9	Manage leases and contracts at Tyagarah Airfield	Progress the resolved direction for future use	Aeroclub hired. Hall hired. Skydive & Tiger Moth lease resolved by Council for longer tenures. Working through leases remaining.	On Track	▶






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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.7.1	Develop concept plans for the upgrade of Byron Bay foreshore (action from Byron Bay Town Centre Masterplan)	Concept plans for the Byron Bay foreshore adopted by Council	Item on hold until Main Beach Shoreline Project determines foreshore alignment.	Not Commenced	



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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.2.8.1	Consult with user groups to establish user agreements, leases, licenses and Plans of Management	At least 6 User agreements reviews/implemented per annum	25 user group agreements in place. One has lapsed due to Covid restrictions. All others current and on schedule for renewal.	On Track	
1.2.8.2	Deliver adopted Sporting Infrastructure Renewal Program (Shire wide)	program delivery within budget as adopted	Available budget for sporting infrastructure renewals is utilised for annual field change overs, turf improvement programs and line-marking activities.	On Track	
1.2.8.3	Complete renewal of Heritage Park northern boat ramp	Renewal works complete within budget	Overall Landscape Masterplan for Heritage Park is now being progressed, survey and AHIMs study completed.	On Track	
1.2.8.4	Revaluation of water and sewerage assets	Complete revaluation in accordance with the accounting code	Detailed field assessments are progressing	On Track	
1.2.8.5	Investigate roof upgrade for Mullumbimby Administration Building, in order to allow for rooftop solar installation.	Investigation outcome reported.	Report obtained with scope and pricing. Preferred repair works endorsed. Resourcing identification underway.	On Track	

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






2020/21 Operational Plan Activities



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

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

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

2020/21 Operational Plan Activities


OP Code	Operational Plan Activity	Measure	Comments	Status	
1.3.1.1	Seek and apply for grants that deliver prioritised Pedestrian and Access Mobility Plan (PAMP) and Bike Plan facilities across the shire	Program developed, grants applied and works implemented as funding permits	Awaiting the outcome of three grants. Lighthouse Road - Byron Bay, Byron Street and Market Street - Bangalow.	On Track	
1.3.1.2	Provide a quarterly update report on the outcome of discussions with State government and agencies about the multi-use of the rail corridor, including any policy developments and funding opportunities identified	4 quarterly update reports provided	Report considered by Council at the 23 September meeting	On Track	
1.3.1.3	Develop a governance model to support rail corridor activation	Governance model developed	Progression of this activity will depend on the allocation of funding	Not Commenced	
1.3.1.4	Review Council's Asset Management Policy to embed Road Access and Safety Principles (RASPs) in line with procedure	Asset Management Policy revised and adopted to include consideration of RASPs	Went to public exhibition for 28 days and did not receive submissions. Policy updated on website.	Completed	
1.3.1.5	Prepare Road Access and Safety Principles (RASPs) procedure for capital works and maintenance	Procedure endorsed by Executive Team	Proposed to resource this task through a Road Safety Officer. Council have funded half the position and staff are seeking the remaining funding from Transport for NSW through their Local Government Road Safety Program which provides up to 50 per cent funding contribution to the salary of a Road Safety Officer.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
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		Not commenced due to other due to other landuse planning priorities.	Not Commenced	
1.3.1.7	Prepare Byron Bay Movement & Place Study	Draft Study document presented to Transport and Infrastructure Advisory Committee for public exhibition.	Internal review of Request For Quotation has delayed the programmed release to seek prices. Now programmed to be released in October.	On Track	

1.4: Provide a regular and acceptable waste and recycling service


1.4.1: Implement Integrated Waste Management and Resource Recovery Strategy

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.4.1.1	Implement 2021/22 action plan activities identified in the Waste Management Strategy	Adopted Program delivered within budget	<p>Waste Education and Compliance Officer attended Brunswick Heads Community Centre Breakfast and engaged with a range of local users about options for improved waste management in the area surrounding Brunswick Heads Life Saving Club which has ongoing issues of illegal dumping and overflowing bins.</p> <p>Resource Recovery Team collaborated with Byron Rangers for World Clean Up Day on 18th September with a total of 40kg of waste removed off Belongil Beach, as well as promoting individuals to clean-up via social networks.</p> <p>Waste Education and Compliance Officer and Resource Recovery Education Projects Officer participated in annual NSW Waste Educators Meeting which involved networking with other councils and organisations and discussing relevant waste education and sustainability projects.</p> <p>Continue to work with businesses to engage in Circular Cafes and Huskee Cups swap program.</p> <p>Engaging schools in the Worn Up school uniform recycling program - launching term 4.</p>	On Track	



1.4.2: Provide waste and resource recovery services

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
1.4.2.1	Implement Waste and Resource Recovery Collection Contract Management Plan	Managed in accordance with adopted budget	<p>2014-0011 Waste and Resource Recovery collections contract - monthly meeting conducted. One KPI failure relating to MGB bin repair outside of the designated 48 hours (300 MGB repairs carried out for the month), minor damage to a car from collections vehicle at Apex park 17/8/2021 with Solo arranging repairs to this vehicle. One customer compliment relating to a driver replacing a broken bin without issue being raised by resident, resident was extremely grateful. Ongoing negotiations relating to Contract extension continuing.</p> <p>2020-0028 Transport and disposal of waste - No KPI failures or issues relating to QLD border crossing, with 1210 tonnes of mixed waste being transported to Willowbank for the month of August.</p>	On Track 






1.4.3: Participate in regional waste management programs and initiatives

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.4.3.1	Maintain membership and participation in the North East Waste regional waste management group	attendance to 80% or more of scheduled working group meetings	Membership ongoing. Annual membership fee paid. Quarterly meeting attended via Zoom during September.	On Track	
1.4.3.2	Support the progression of a regional; alternative waste treatment facility in alignment of the adopted strategy and relevant resolutions	Ongoing support and participation in the Regional Waste sector	Meeting held with all Councils participating in North Coast Regional Waste Investment project and consultants engaged to undertake Market Sounding, EOI and further procurement processes as inception to the work they will be undertaking. Briefing memo provided to Councillors providing overview and update to the project following NSW government announcement of Energy from Waste Infrastructure Plan which identified the Richmond Valley Regional Jobs precinct as one of four locations in NSW to be prioritized for this type of infrastructure.	On Track	

1.4.4: Ensure facilities and services meet statutory requirements


2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.4.4.1	Maintain compliance with NSW Environmental Protection Licences for the Byron Resource Recovery Centre and Myocum Landfill	compliance with EPL and on time completion of annual returns	Anniversary date passed for 2021. Annual Return data completed and saved on EPA Portal. Awaiting Annual Water Contamination report from Consults before submitting prior to Nov1st 2021. Annual return for EPL 13127 completed and submitted to EPA via portal prior to due date.	On Track	
1.4.4.2	Maintain compliance with the NSW Protection of the Environment Operations (Waste) Regulation 2014	Compliance with EPL and on time completion of annual returns	Ongoing monitoring a reporting undertaken to ensure compliance with EPL conditions. Works underway to vary licence conditions related to noise levels to avoid future non-compliance. NSW Public Works engaged to assist with leachate management project.	On Track	
1.4.4.3	Maintain compliance with the Federal Government's Emissions Reduction Fund contract conditions for the Myocum Landfill Gas Carbon Farming Initiative Project	On-time reporting	Ongoing monitoring of flare and gas emissions continuing. Specialist consultant engaged to undertake final close out report under Emissions reduction fund contract with auditor to review.	On Track	
1.4.4.4	Delivery of stage 1 of the Capping Plan	Stage 1 works completed	Some re-design work is required due to the need to use an alternative to the clay material originally planned. This may also impact on the stormwater management plan. Revised plans expected early December. At this stage it is still on track to be delivered by June 2022.	On Track	
1.4.4.5	Council decision for 'Go/No Go' on construction for Dingo Lane Construction	Project feasibility and design completed (shovel ready)	Complete	Completed	

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





1.5.1: Increase the energy efficiency of sewerage treatment Plants









2020/21 Operational Plan Activities











OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.1.1	Deliver key identified improvement recommendations from last FY Energy Baseline Audit for Utilities Infrastructure.	Deliver Key identified Improvements from Energy Audit Report	This activity has become a duplicate of activity 3.2.1.13. This activity is no longer needed.	Needs Attention	

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

2020/21 Operational Plan Activities










OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.2.1	Monitor and compile annual licence returns	Complete annual report	Ongoing monitoring in accordance with EPA requirements	On Track	
1.5.2.2	Renew pumps in sewerage pump stations identified in 30yr Capex Plan with more energy efficient units.	Complete pump station renewals in accordance with capital works plan	Renewals progressing	On Track	
1.5.2.3	Byron sewer treatment plant blower replacement	Practical completion for project	Waiting on data relating to STP low flow periods and duty requirements	On Track	
1.5.2.4	Develop capital works plan in line with recycled water strategy	Capital works plan completed	Reviewing current strategy prior to development of capital works plan related to the Urban metabolism assessment report.	On Track	





OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.2.5	Mullumbimby Inflow/Infiltration carry out planned capital works to improve system performance.	In accordance with project schedule	CCTV Inspection has stalled due to COVID Lockdown - planning on an "all clear" date of October 11th for NSW in relation to lockdowns etc. with NSW due to hit 70% double vaccination by that date and works can recommence	On Track	
1.5.2.6	Inflow/Infiltration for the rest of the Shire excl. Mullumbimby carry out condition assessments of prioritised catchments and develop capital works budget	In accordance with project schedule	CCTV Inspection has stalled due to COVID Lockdown - planning on an "all clear" date of October 11th for NSW in relation to lockdowns etc. with NSW due to hit 70% double vaccination by that date and works can recommence	On Track	
1.5.2.7	Brunswick Valley STP Odour control - replace biomedica and construct roof	replace biomedica and construct roof complete		Not Commenced	
1.5.2.8	Brunswick Valley STP Options Assessment - Dewatering (Belt press/screw press)	Options Assessment Complete	Reports being reviewed by operational staff	On Track	
1.5.2.9	Brunswick Valley STP Structural assessment of essential plant items	Complete - Structural assessment of essential plant items		Not Commenced	
1.5.2.10	Byron Bay - Sewerage Pump Station Renewals	Sewerage Pump Station Renewals Complete	Renewal works progressing	On Track	
1.5.2.11	Byron STP Design Only - Chemical Dosing Pumps for Alum, Caustic, Ferric, Hypo, Magnesium, Polymer	Design Complete	Renewal of pumps already done.	Completed	
1.5.2.12	Byron STP - Design Only Inlet works - Odour Control: Mechanical /GAC Filter	Design Complete	Review existing blowers, review size/condition of existing McBerns Filter. GHD report has recommendations but needs to consider Ferrous dosing system	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.2.13	Byron STP - Options Assessment - Dewatering (Belt press/screw press)	Options Assessment Complete	Reports being reviewed by operational staff	On Track	
1.5.2.14	Byron STP - Options assessment / Investigation - Vac Ex waste drying bay option assessment	options Investigation Complete	Investigation underway	On Track	
1.5.2.15	Byron STP - Renewal to Biosolids storage shed roof	Biosolids shed roof replaced	RFQ released and closes on Friday 08 October 2021	On Track	
1.5.2.16	Byron STP - Upgrade EPA 4 flow monitoring	Complete - Upgrade EPA 4 flow monitoring	Installation delayed due to 'Stay-at-Home' COVID order.	Delayed	
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	Waiting on SPW being held on 07 October	Delayed	
1.5.2.18	Design - Ocean Shores transfer to BVSTP Option 4 - STP Process Elements	Design Complete	Waiting on SPW being held on 07 October	Delayed	
1.5.2.19	Fence line replacement at STP sites	Fence line replaced at all STPs	Assessment of existing fence lines to occur.	On Track	
1.5.2.20	Implement revised recycled water strategic direction	Implement revised recycled water strategic direction	ET report has been submitted and is to be discussed during next ET meeting (Sept 29th 2021).	On Track	
1.5.2.21	Investigation only for Gravity main - Byron Bay CBD upgrade 73m DN 150 to DN300	Investigation complete	Hydraulic assessment to be commissioned.	On Track	
1.5.2.22	Review Wastewater and Effluent Management Plan	Wastewater and Effluent Management Plan Reviewed	The recommendations of the urban metabolism assessment have been presented to Executive Team.	On Track	

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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.3.1	Undertake annual review Drinking Water Management Plan and associated performance	Drinking Water Management Plan reviewed and available on website	The 2021 review will be completed in early Jan 2022.	On Track	
1.5.3.2	Implement recommendations from Mullumbimby water supply security investigations and upgrade	Mullumbimby water supply security investigations and upgrade	Preliminary hydraulic model results received. Connection planning initiated.	On Track	
1.5.3.3	Review Asset Management Plans for Water and Sewer Assets	Asset Management Plans reviewed	Development progressing. Staff assessing a digital/online version of an Asset Management Plan.	On Track	
1.5.3.4	Implement Smart Metering for water services	In-accordance with Smart Metering Implementation Plan	General Progress Total Jobs: 428 Done: 324 Outstanding: 104	On Track	
1.5.3.5	Replace roof at Yamble Drive Reservoir	Construction complete	Review progressing	On Track	
1.5.3.6	Replace roof at Coopers Shoot Reservoir	Construction Complete	Review progressing	On Track	
1.5.3.7	Byron Bay Water Pipeline Renewal Carlyle Street Watermain Renewal - Tennyson to Massinger.	Water Pipeline Renewal Complete	Draft documents to be reviewed.	On Track	
1.5.3.8	Byron Bay Water Pipeline Upgrade Bangalow Road upgrade - 710m DN100 - DN200	Pipeline Upgrade Complete	Investigative work delayed due to Qld border closure.	Delayed	
1.5.3.9	Mullumbimby water reticulation analysis - Laurel Avenue Options Study	Options Study Complete	Investigation underway	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.3.10	Mullumbimby Water Treatment Plant renewals	Identified WTP Renewals Complete	Coating of Azalea Street Reservoir underway. Serious cracking discovered in the concrete structure.	On Track	
1.5.3.11	Ocean Shore Water Pipeline Renewal Casons Lane, New Brighton	Project Complete	RFQ documents to be reviewed.	On Track	
1.5.3.12	Ocean Shores Yamble Water Pump Station - Renewal of pump and electrical.	WPS Renewal Complete	In progress	On Track	
1.5.3.13	Old Mullumbimby Hospital Site - relocation of water mains	Old Mullumbimby Site - relocation of water main Complete	Waiting on direction	Not Commenced	

1.5.4: Implement the Water and Sewerage Strategic Business Plan

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.4.1	Brunswick Heads Sewerage Pump Station Renewals	Complete Brunswick Heads - Sewerage Pump Station Renewals	SPS2003 & SPS2004 have contractors engaged to commence civil works.	On Track	▶
1.5.4.2	Mullumbimby Water Pipeline New Tuckeroo supply main from Scott Woods Res (900m DN200) (Construction)	Construction Complete	Detail design progressing.	On Track	▶
1.5.4.3	Ocean Shores Sewer Pump Station Renewals	Complete Ocean Shores Sewer Pump Station Renewals	Renewals progressing	On Track	▶
1.5.4.4	Review Strategic Business Plan (Water & Sewer)	Strategic Business Plan (Water & Sewer) Reviewed	Engaging consultant to draft SBP mid-October.	On Track	▶






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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.5.1	Sewer Asset Management Plan	Complete and adopt the Sewer AMP	Progressing.	On Track	▶

1.5.6: Protect and enhance our natural environment and biodiversity



2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.5.6.1	Implement Effluent Reuse management plan	Effluent Re-Use Management Plan Implemented	The recommendations of the urban metabolism assessment have been presented to Executive Team.	On Track	
1.5.6.2	Implement real time (SCADA) monitoring of nutrient loads at both inlet/outlet at all Council Operated STP's	Real-time SCADA monitoring for nutrient loads complete	Waiting on UQ sample analysis results.	On Track	
1.5.6.3	Bio energy facility Project (Construction)	Commence Construction		On Track	
1.5.6.4	Develop Biosolids Management Plan	Develop Biosolids Management Plan	Drafting of plan in progress	On Track	
1.5.6.5	Develop Environmental Management System for Utilities Department	Environmental Management System for Utilities Department Developed	Appropriate framework to be investigated	On Track	

1.6: Manage traffic and parking in an efficient manner

1.6.1: Implement review of parking management

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.6.1.1	Deliver Seven Mile Beach Road Traffic Control Works Stage 1	Stage 1 Construction Works Package complete	Final concept designs being reported to Council's October planning meeting for approval to develop Issue For Construction drawings and works commencement.	On Track	
1.6.1.2	Maintain Byron Bay Paid Parking System	Paid parking system operational throughout year	Paid Parking System is fully operational and ongoing. System audit planned for October / November 2021.	On Track	






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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.6.2.1	Complete Federal Village Main Street Movement and Place Detailed Design to support the development of the Federal Village Plan	Movement and Place Plan completed for inclusion in Federal Village Masterplan	Infrastructure Planning Team working with Place Planning team to develop concept designs. Once concepts are approved detail design will commence.	On Track	


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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.6.3.1	Advocate for improved public transport across the Shire	Ongoing - suitable grants applied for throughout year	Grant application submitted to Transport for NSW to fast track Bus Stop Accessibility Upgrade program.	On Track	
1.6.3.2	Maintain Council-owned electric vehicle charging stations	Maintain service level agreement for Council's electric vehicle charging stations. Implement user-pays system for Council-owned charging stations. Deliver relevant communications to electric vehicle owners.	All measures on track. User-pays system will be introduced from 30th September. Communications went out in September via social media, e-news and in print (posters at each station). Staff will monitor feedback from community EV drivers.	On Track	
1.6.3.3	Advocate and apply for grants that improve accessibility to various transport options across the shire	Ongoing - suitable grants applied for throughout year	Grant application submitted to Transport for NSW to fast track Bus Stop Accessibility Upgrade program.	On Track	
1.6.3.4	Deliver Mullumbimby to Brunswick Heads On Road Cycleway	Construction Works Package complete	Draft Route Options Study reviewed with Councilors at September Strategic Planning Workshop. Further review of scoring and alternate route options will be presented to the October Strategic Planning Workshop.	On Track	
1.6.3.5	Undertake accessibility upgrades to existing bus shelters across the Shire	Stage one works complete in accordance with Council approved program and funding	Project was awaiting recruitment of replacement Project Engineer. New incumbent commencing November 2021. Anticipate project complete by 30 June 2022.	Delayed	

1.6.4: Improve effectiveness of Local Traffic Committee

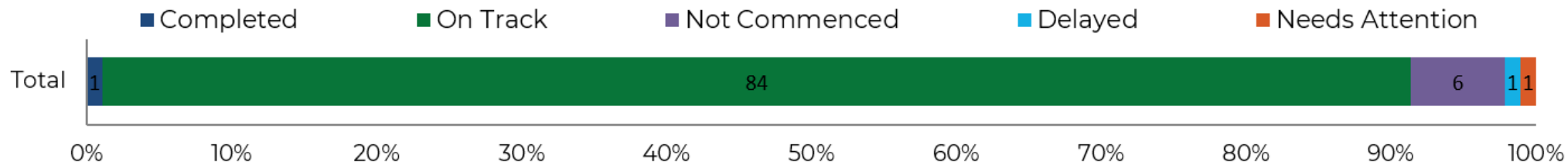
2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
1.6.4.1	Report regulatory traffic matters and items requiring comment through the Local Traffic Committee for recommendation to Council for approval	Ongoing coordination of Committee throughout year	Second Local Traffic Committee meeting is programmed for Tuesday 5th October 2021.	On Track	



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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.1.1	Support innovative and flexible delivery of Australia Day and citizenship events	Events delivered	In person Citizenship Ceremonies will recommence in October, with the first to be held on 5 October 2021. Preparation for Australia Day events has commenced. The Australia Day grants program and nominations for Australia Day Awards will open in October.	Delayed	





2.1.2: Provide meaningful and inclusive opportunities for volunteering

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.2.1	Support community organisations to maintain skills for spontaneous volunteers.	Capacity building support provided	This activity will commence in Q2.	Not Commenced	
2.1.2.2	Capacity building and support for Council's Section 355 (community building management) volunteers	Volunteers report increased skills and knowledge	Support, advice, and regular updates provided to s355 Committee volunteers during changing lockdown requirements, with multiple closures of community hall facilities. Three resignations received over this reporting period, including one committee member from Brunswick Valley Community Centre, Ocean Shores Community Centre and South Golden Beach Community Hall. Committee members advised about extension of volunteer term due to delayed local government elections. Supported Byron Shire Respite Service to consider and prepare lease arrangement of the Brunswick Valley Community Centre, as endorsed by Council, commencing October 2021. The current committee will be dissolved after final committee meeting.	On Track	

2.1.3: Enhance opportunities for interaction with art in public spaces

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.3.1	Implement Creative Place Grant Program	2 creative place projects supported	An annual Creative Spaces Grant Program has been established, and information about the program is on the website. A Report on the Creative Public Spaces Grant program was brought to the Public Art Panel in August 2021 and deferred to the October 2021 meeting. Minor amendments are recommended for the 2022 round, and the \$5,000 which was unawarded in 2021 will be carried over to 2022 round, creating a total pool of \$10,000.	On Track	
2.1.3.2	Initiate Arts and Culture Strategy	Arts and Culture Strategy initiated	Significant community consultations occurred during the development of the Arts and Culture Policy 2020. These consultation outcomes have informed the development of initial draft priority areas that will be further explored/refined within the broader Integrated Planning and Reporting community engagement process.	On Track	
2.1.3.3	Support the ongoing operations of the Lone Goat Gallery	Lone Goat Gallery operational	Recruitment for the dedicated Gallerist role, confirmed for 12 months, has progressed with some delays caused by COVID-19. It is expected the new Gallerist will commence in November 2021. Ongoing planning is underway to deliver on exhibitions initially scheduled for 2020 that were interrupted by COVID-19 closures. The Gallery is currently closed due to lockdown impacts on scheduled exhibitions and urgent works required on the building ceiling.	On Track	
2.1.3.4	Provide information and advice to internal and external stakeholders to support Arts and Cultural Development.	Respond to Arts and Cultural enquiries as required	Ongoing - Arts and Culture Officer responds to Community requests for information and support including support provided for Brunswick Nature Sculpture Walk 2021 event.	On Track	


2.1.4: Support Aboriginal cultural vibrancy within the Shire

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
2.1.4.1	Support cultural expression and cultural restoration opportunities	4 cultural expression and cultural restoration opportunities supported	Direct contract awarded to Arakwal for the Additional Flow Path Landscaping in Byron Bay, for bush regeneration. Work commenced July 2021. Artist engaged for Railway Park reinterpretation work.	On Track 


2.1.5: Develop and maintain collaborative relationships with multicultural communities

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
2.1.5.1	Coordinate citizenship ceremonies to confer new Australian citizens on behalf of the Department of Home Affairs	A minimum of 4 ceremonies held throughout the year.	Due to COVID restrictions, in person ceremonies have not been held since June 2021. The next in person Citizenship Ceremony will be held on 6 October 2021, meeting Covid safe requirements. Two additional ceremonies are planned before Council elections on 4 December 2021.	On Track 





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


2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
2.1.6.1	Build and maintain existing relationships with identified stakeholder groups	3 formalised opportunities for two-way sharing of knowledge	Working with Arakwal and Tweed Byron LALC with Council's next CSP consultations to develop focused working groups.	On Track 

2.1.7: Support range of existing, emerging and major events

2020/21 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.7.1	Continue to support event organisers in the delivery of events.	Support workshops on subjects such as event planning, sustainable event and grant writing as opportunities arise.	Support to event organisers continues with information being provided as requested. Considering options for face to face or online workshops.	On Track	
2.1.7.2	Deliver event and festivals annual sponsorship program	Review sponsorship program Advise Council on outcome of annual sponsorship program	Successful event applicants have been notified.	On Track	
2.1.7.3	Administer licences for weddings, events, activities and filming on council and crown land	Report monthly statistics	Enquiries received in September: 40 Total (7 events, 22 film, 11 weddings). Applications received: 27 in total (1 event, 20 Film, 6 weddings). Licenses/Approval granted: 21 in total (0 events, 20 film ULI, 1 wedding) Activities took place: 24 total (3 events, 24 film, 1 wedding) Event / Film meetings or site visits in September: 20 Due to lockdown 3 events planned for September have been cancelled. Overall, due to Stay at Home Orders and increased COVID Restrictions a number of events and wedding have been postponed or cancelled for upcoming months also.	On Track	
2.1.7.4	Investigate electronic event and festival application referral and management system	Report on investigation	Implemented the use of register 42 in Authority. Awaiting for staff availability to streamline the process. Also looking at alternative programs that suit the requirements of Events and Film - Discussed with Events Network to see what is working well for other LGAs.	On Track	




OP Code	Operational Plan Activity	Measure	Comments	Status	
2.1.7.5	Collaborate with government, agency and industry on business policy and legislative reforms as required.	Respond and participate when required.	Still in discussions regarding Filming Protocol - discussed Northern Rivers regional approach with NR LGAs.	On Track	




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

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

2020/21 Operational Plan Activities







OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.1.1	Support local interagencies and regional sector development to improve collaboration and inclusion	Increased sector collaboration	Removal of Action recommended due to impacts of COVID-19 on interagency attendance. Any future planning meetings Council facilitates, or attends will be captured in actions pertaining to specific issues (for example Homelessness under modified Action 5.6.1.2; DIAP under Action 2.2.1.4), or otherwise will be captured within Action: 2.2.1.2 Participate in community planning to inform decision making, build capacity and develop a shared responsibility for actions with the community.	Needs Attention	
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	Attendance and participation at community-led Domestic Violence Roundtable discussion.	On Track	
2.2.1.3	Partner with Access Consultative Working Group to implement disability inclusion action planning priorities	Ongoing monitoring and reporting on disability inclusion outcomes	We continue to work strongly with the Access Consultative Working Group. This quarter there have been both regular Working Group meetings, including a guest speaker from Infrastructure Services and direct input from ACWG regarding work priorities in Mullumbimby, as well as additional meetings to work specifically on the co-design of consultation for the new Disability Inclusion Action Plan.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.1.4	Implement, monitor and report on the Disability Inclusion Action Plan 2017-2022	Annual reporting obligations met within statutory requirements	Reporting against the Disability Inclusion Action Plan for 2020 - 2021 was completed through liaison with all Responsible Officers across Council and included as part of the Annual Report. This work will inform the development of the next DIAP as it provides evidence of both strong progress and areas for improvement. The Internal Working Group has commenced to provide cross-directorate support for this work, and a presentation was made at the All Staff Forum in September to raise awareness across Council. SCP Project Officer (Collaboration Lead) attended the Infrastructure Services Planning meeting to discuss and raise awareness of DIAP requirements.	On Track	
2.2.1.5	Work in partnership with people with disability and carers in the development of a new Disability Inclusion Action Plan 2021-2025	People with disability are actively engaged in the preparation of the new DIAP 2021-2024	In partnership with the Access Consultative Working Group and the Internal Working Group we have developed a Communications and Engagement Plan to support the development of the new DIAP. This includes a two-step community consultation phase and a visual design to brand the campaign. The first step of the community consultation involves a Community Survey and an internal Staff Survey and associated promotions that will be launched in October. We committed to providing the survey in accessible and diverse formats, including online and hard copy options, an Easy Read translation, and providing assistance in completing the survey. A comprehensive stakeholder map has been developed in partnership with ACWG and IWG, with both targeted and general promotions planned for the survey period.	On Track	
2.2.1.6	Develop Homelessness Policy	Homelessness Policy developed	No update required for this reporting period. Work commencing Quarter 2.	Not Commenced	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.1.7	Support the operations for the Byron Bay Homelessness Hub	Increased wellbeing of people accessing the hub	Fletcher St service design session held with stakeholder group. Service design principles and logic model (summary of proposed activities, outputs and outcomes) in development for finalisation in Q2. Ongoing engagement between Council staff and Byron Community Centre to progress service and facility upgrade planning.	On Track	
2.2.1.8	Advocate for innovative responses and build the capacity of staff, non-government services and the community to contribute to preventing and reducing rough sleeping.	Ending Rough Sleeping Byron Shire project delivered	Facilitated the second Ending Rough Sleeping workshop, with 40 community stakeholders from 21 organisations. Chaired monthly Service Coordination Group with representatives from 11 community organisations. Coordinated stakeholder meeting/data capture for ABS Census Homelessness Enumeration. Homelessness Internal Working Group convened with cross-directorate participation. Successfully advocated for mobile vaccination clinic for people experiencing homelessness/vulnerability. PPE distributed via council staff to community service organisations. Sat on selection panel for End Street Sleeping Collaboration; successfully advocated for the recruitment of Community Impact Officer for Byron Shire/Northern Rivers. Cross-directorate submission to NSW Legislative Assembly Inquiry into 'Options to Improve Access to Existing and Alternate Accommodation to Address the Social Housing Shortage'. Attended professional development Advanced Facilitation Skills and Collaborative Governance & Leadership.	On Track	
2.2.1.9	Advocate to National Parks about the accessibility and inclusion issues within their remit	Increased awareness and implementation of accessible and inclusive outcomes in National Parks	Will advocate disability awareness and inclusion as the opportunity arises.	On Track	

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


2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.2.2.1	Continue to strengthen and deliver high quality business and educational outcomes within the Children's Services portfolio. Outcomes that align with sustainable fiscal operations, high functioning staff culture and community engagement reflective of the Byron Shire. Continue to analyse best operational models in line with Legislative and Council requirements and ideals.	measure and benchmark stakeholder satisfaction; deliver priority outcomes based on children's services review;	On task with progress.	On Track	
2.2.2.2	Lead Early Childhood sector engagement experiences for the Children's Services portfolio teams	Number of sector development activities undertaken	Good sector engagement with the teams across all sites for compliance and legislative updates. Professional Development opportunities being facilitated by Educational Leader for all staff.	On Track	
2.2.2.3	Embed the National Quality Standards within the delivery of early childhood care and education at an exceeding level	Achieve the 'Exceeding National Quality Standard' rating	Ongoing work with all Services in relation to authentic, site related progress for best outcomes.	On Track	
2.2.2.4	Review and update Children's Services Policy in line with National Quality Framework and standards	Policy reviewed and adopted	On track.	On Track	
2.2.2.5	Review Children's Services Governance Model	In line with the Children's Services Review process, review the governance model to reflect proposed strategic and operating models	Ongoing progress, currently up to date in terms of Review.	On Track	
2.2.2.6	Undertake Early Childhood sector professional development that aligns with contemporary industry standards and expectations	Delivery of 1 relevant professional development opportunity	On task, implementation by the Educational Leader.	On Track	

2.3: Provide accessible, local community spaces and facilities




2.3.1: Increase accessibility of facilities

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.1.1	Improve facility access through capital works and maintenance program	New access ramps at Marvell Hall and Brunswick Heads Memorial Hall	Architect designs currently under review by Committees, awaiting final amendment and scope of works.	On Track	

2.3.2: Support effective management of community buildings (SP)

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.2.1	Implement community building management improvements	Improved governance of community buildings.	Awarded independent local consultant contract to conduct Governance Review of Section 355 committees and confirmed timeline for delivery. Project commenced, with key documentation to inform desktop analysis. Planning underway for stakeholder consultation, including committee volunteers and Council staff. Informed committee volunteers about the upcoming Governance review project and their involvement in the consultation process. Investigated the Plan of Management for community hall facilities, in collaboration with legal services, to clarify requirements for commercial kitchen hire. The results will inform the criteria used to assess appropriate future commercial kitchen hire. Participated in Emergency Planning to support improved safety at community halls.	On Track	
2.3.2.2	Administration of former Byron Hospital site	Signed head lease agreement and adopted financial model.	Agreement to lease signed between Byron Shire Council and Social Futures. Full lease negotiations to commence October.	On Track	
2.3.2.3	Detailed design and development approval for former Byron Hospital site	Development approval in place and construction out to tender	The DA is being assessed	On Track	







2.3.3: Provide high quality library services (SP)

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.3.1	Collaborate on RTRL transition to a revised operating model	New operating model agreed; transition plan developed; implementation commenced	Further information has been provided by LCC with more to come. Discussions continue	On Track	





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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.5.1	Deliver Open Space maintenance programs in accordance with Levels of Service and adopted AMP	Programs delivered on budget	Open Space maintenance programs are being rolled out as per defined Levels of Service.	On Track	
2.3.5.2	Deliver beach safety programs as adopted	Program developed and reviewed annually with Stakeholder input	Lifeguard services provided under contract.	On Track	
2.3.5.3	Provide ongoing support for the Byron Safe Beaches committee	Ongoing support provided	Council staff answered some recent enquiries on limits of the clothes optional beach after some Naturists beyond these bounds were charged.	On Track	
2.3.5.4	Manage contracts for operation of Byron Bay and Mullumbimby Swimming Pools	forecasted revenue met and expenditure not exceeded	Contract management for both pools ongoing. Navigate through COVID-19 updates, outdoor swimming pool health order requirements and restrictions easing. Both pools now open and remain open if LGA health updates depict stay at home orders. Updated COVID-19 Safety Plan up to date to allow opening during stay at home orders.	On Track	
2.3.5.5	Delivery of operations and maintenance program for Tyagarah Airfield	Ongoing maintenance delivered	Operations of the airfield ongoing, maintenance program for runway and OLS intrusions ongoing and underway.	On Track	
2.3.5.6	Undertake daily safety inspections at Tyagarah Airfield	completed daily safety inspections	Daily runway inspections undertaken as per checklist requirements and CASA and Regulation guidelines.	On Track	








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

2020/21 Operational Plan Activities

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





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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.7.1	Operation of Cavanbah Centre and sports fields and delivery of adopted capital works programs	Completed as adopted	Adopted Capital Works program is being rolled out as per budget.	On Track	
2.3.7.2	Maintain each of the Council owned parks, reserves, and sports fields to agreed level of service	Open spaces maintained to agreed levels of service	Maintenance program reflecting agreed Levels of Service is being rolled out.	On Track	
2.3.7.3	Byron Bay town centre renewals - delivery of adopted elements of the Landscape/Precinct Plan	Deliver adopted program of works	Major Projects rolling out upgrades of Rail Corridor and Byron Information Centre. Renewal program for streetscape furniture being rolled out.	On Track	
2.3.7.4	Maintain all towns and village streetscapes to agreed levels of service	Maintained to agreed levels of service	Towns & Villages unit and Better Byron unit providing regular maintenance service across town and village streetscapes.	On Track	
2.3.7.5	Operate and maintain Shire's cemeteries	Program meets adopted budget	Cemeteries operations staff implementing maintenance programs across Byron, Bangalow, Mullumbimby and Clunes cemeteries.	On Track	
2.3.7.6	Coordinate the Natural Burial committee for Vallances Road	Suitable site selected	Major Projects staff oversight now provided to this project. Initial meeting of Natural Burial Committee has been programmed for Sept 2nd. Open Space staff assisting with assessment of the physical aspects of the Valances Rd site with assistance of with Utilities staff.	On Track	
2.3.7.7	Deliver adopted infrastructure within the Suffolk Park Recreation Ground in accordance with POM, adopted Master Plan and Community consultation	Projects complete	Linda Vidler Park Masterplan adopted August 5th. Planning for drainage upgrade underway.	On Track	

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






2020/21 Operational Plan Activities








OP Code	Operational Plan Activity	Measure	Comments	Status	
2.3.8.1	Progress outstanding responses to applications to Minister for initial classification and categorisation of applicable reserves and one-off applications	All Council applications lodged with Crown Lands	Meeting with DPIE-CL occurred end September 2021. Crown Lands will direct Council to seek different classifications for some of the remaining reserves which will now be reported to Council for consideration.	On Track	
2.3.8.2	Develop Plans of Management for Crown Reserves, that incorporate inclusion and accessibility, in accordance with prioritisation plan	Plans of Management progressively developed	Wording of activity needs revised as intent was to develop Plans of Management for Council Reserves, that incorporate inclusion and accessibility, in accordance with prioritisation plan.	On Track	
2.3.8.3	Meet Crown Lands reporting and funding requirements	Compliant reporting	Due in November 2021	Not Commenced	
2.3.8.4	Inclusively work with community groups to development Plans of Management for Crown Reserves	Ministerial approval of Plans of Management	Awaiting determination of Classification and Categorisation applications by DPIE-CL before preparation of Plans of Management can commence.	On Track	

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



2.4.1: Provide and facilitate local emergency management

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.1.1	Maintain Byron Flood Warning Network and Disaster Dashboard	Flood warning network and dashboard operational throughout year	Flood Warning Network and dashboard is fully operational. Staff are currently planning a Disaster test exercise with QIT+ to occur prior to the flood season, aiming to test staff knowledge and use of the system and ensure staff are ready should an event occur this flood season.	On Track	
2.4.1.2	Attend TBLEMC and Regional Emergency Management Committee (REMC) meetings	Attend meetings as required throughout year	TBLEMC and REMC meetings attended when called or scheduled on an ongoing basis throughout the year. Most recent LEMC: 27-09-21 Most recent REMC: none to date this financial year	On Track	
2.4.1.3	Undertake exercises of EMP and CMGs as decided by TBLEMC	Attend exercises as required throughout year	No exercises planned to date for this financial year. Staff and IMS system at the ready to attend exercises when called	On Track	
2.4.1.4	Ensure sufficient staff are trained to undertake EM roles in and outside business hours	Staff trained and sufficient staff available during disaster events	Emergency management training schedules are provided within Resilience NSW training calendar however classroom based training is being impacted by Covid restrictions which is proving to be problematic for the efficient management of staff programming. Additional staff training to be carried out over this financial year if and when Covid restrictions allow.	On Track	
2.4.1.5	Deploy technology to improve disaster response and recovery by preparing field devices and staff trained in readiness to respond to a natural disaster	Ongoing as opportunities arise	IMS systems improvement requirements are being updated into the system when identified on an ongoing basis. Staff being trained in Reflect and Recover in readiness for natural disaster action when called upon as part of onboarding processes.	On Track	


OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.1.6	Deliver 'Strengthening Community' workshops	14 workshops delivered to at-risk communities.	A number of workshops deferred due to covid. Further activity planned for Q2, 3 & 4.	On Track	
2.4.1.7	Deliver Street Meets Workshops	14 workshops delivered to at-risk communities.	A number of workshops deferred due to covid. Further activity planned for Q2, 3 & 4.	On Track	
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 staff and consultant engaged with people with lived experience of homelessness to inform protocol development. Ongoing distribution of information and practical resources to people sleeping rough.	On Track	
2.4.1.9	Deliver Get Ready Business Resilience workshops	Workshops delivered	Delivery of workshops to take place online on 5 and 12 October. Delivery is by Business Connect. Council providing First Alert Fire Safe and Waterproof Protection Chests to first 20 Byron Shire businesses to register and attend both workshops. Chests funded under the Disaster Recovery funding arrangement,	On Track	
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	Tender awarded and contract discussions approaching finalisation.	On Track	
2.4.1.11	Conduct a feasibility study for the development of an Emergency Services 'Hub'	Feasibility study completed	Feasibility Study completed for Emergency Management Hub (identified as an Agency Operational Centre in Emergency Management terminology). The report identifies and addresses the interdependencies and functional interactions between an AOC and EOC for meeting current standard requirements in establishing an EOC (OP Action 2.4.1.13).	Completed	
2.4.1.12	Develop an Asset Protection Zone & Fire Trail Management Program	Program endorsed by the FNC BFMC	New works have commenced in the southern end of Carramar Reserve Ocean Shores.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.1.13	Establish a local Emergency Operations Centre	New or existing EOC upgrade to current standards operational	Feasibility Study completed for Emergency Management Hub (identified as an Agency Operational Centre in Emergency Management terminology), see OP Action 2.4.1.11. 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). Budget and funding arrangements currently being reviewed to implement the identified facilities upgrades to establish the EOC to current standards.	On Track	▶
2.4.1.14	Undertake remediation and improvement works at the evacuation and recovery centre	Remediation and improvement works completed	All remediation and improvement works identified last financial year have been completed at the CAV including emergency plans and automated doors. Building inspections, maintenance and remediation works will be ongoing on an as needs basis throughout the year.	On Track	▶
2.4.1.15	Partner with non-government organisations and other levels of government to respond to issues arising from COVID-19	Support, referrals and information provided through networks.	Staff coordinated bulk distribution of PPE to local community service organisations, Aboriginal organisations, local businesses and local community members.	On Track	▶
2.4.1.16	Promote and maintain Climate Wise Communities website	Website mapping layers and content reviewed and updated to maintain currency	On track - community and sustainability staff collating website feedback and preparing to submit first round of content changes to consultant in October.	On Track	▶
2.4.1.17	Assist in delivery of community 'Firewise' education	As per FNCBMP	No recent meetings.	On Track	▶
2.4.1.18	Maintain official APZ, SFAZ, and fire trail access on council tenured land	3 times a year dependent on vegetation type	Favorable weather has allowed staff to catch-up on maintenance activities. Some intensive weed control carried out in southern Suffolk Park.	On Track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.1.19	Represent Council at Far North Coast Bushfire Management committee meetings quarterly	Quarterly reports to biodiversity advisory committee	Meetings in the last 5 months have all been postponed due to COVID.	On Track	
2.4.1.20	Maintain fire management actions on FRS BRIMS database	As part of management actions	Training in new platform not yet provided.	Not Commenced	

2.4.2: Support community driven safety initiatives



2020/21 Operational Plan Activities



OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.2.1	Support and deliver programs that improve community safety	3 community safety projects supported	Awarded New Year's Eve tender and contract. Planning underway with event management contractors. Event application form has been submitted as well as draft risk management plan, draft COVID-safety plan, draft waste management plan and site plans. Partnering with NSW Police to align planning with police safety response. Internal staff working group formed to ensure coordination of services over NYE period. Street Cruise funding provided to Byron Youth Service. Invitation for Council to join new Community Drug Action Team (CDAT).	On Track	

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


2020/21 Operational Plan Activities



OP Code	Operational Plan Activity	Measure	Comments	Status
2.4.3.1	Monitor, investigate and respond to unauthorised land use, development and environment complaints	100% response to Very High Compliance Priorities identified in the Compliance Priority Program & 80% customer service requests completed	<p>All CRMs are reviewed when received. CRMs that are within the 'Very High Compliance Priorities' category are investigated immediately.</p> <p>During September there were:</p> <ul style="list-style-type: none"> - 78 CRMs received - 65 CRMs finalised - 261 CRMs remain outstanding at different stages of the compliance action process. <p>During the July - September quarter there were:</p> <ul style="list-style-type: none"> - 251 CRMs received - 247 CRMs finalised 	On Track




OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.3.2	Undertake proactive camping patrols of streets and public places throughout the Shire	Patrols of streets and public places undertaken for unauthorised camping activity (> 7 weekly) Patrol roster maintained to meet peak period demands	<p>Staffing is maintained to ensure Community Enforcement Officers undertake regular patrols throughout the Shire.</p> <p>During September there were: - 27 CRMs received - 26 CRMs completed - 2 CRM is outstanding</p> <p>During the July - September quarter there were: - 71 CRMs received - 72 CRMs completed</p>	On Track	
2.4.3.3	Respond to people experiencing homelessness and rough sleepers through engagement and referrals to appropriate support and housing services	Number of contacts and referrals to outside providers made.	<p>During September the Public Space Liaison Officers undertaken the following: No. of clients engaged - 81 Referrals made - 21 Information provided - 66 Joint Patrols - 22 Clean ups organised - 2 DCJ - T/A referral - 3</p> <p>During the July - September quarter there were: No. of clients engaged - 213 Referrals made - 47 Information provided - 151 Joint Patrols - 39 Clean ups organised - 6 DCJ - T/A referral - 10</p>	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.3.4	Undertake proactive patrols of community parks and open spaces to monitor safe use by dogs and their owners	Patrols undertaken of town and village parks & open spaces (> 4 weekly) Patrol roster maintained to meet peak period demands	<p>Staffing is maintained to ensure Animal Enforcement Officers undertake regular patrols throughout the Shire.</p> <p>During September there were:</p> <ul style="list-style-type: none"> - 77 CRMs received - 64 CRMs completed - 40 CRMs remain outstanding <p>During the July - September quarter there were:</p> <ul style="list-style-type: none"> - 214 CRMs received - 200 CRMs completed - 40 CRMs remain outstanding 	On Track	
2.4.3.5	Provide companion animal management services	Annual reports and registration financial statements submitted to Office of Local Government by due date (100%) Dog attacks investigated within 24 hours of notification (100%) Animals impounded are returned to owner or rehomed (90%)	<p>Dog attacks are investigated within 24 hours of reporting in accordance with the Compliance Action Plan.</p> <ul style="list-style-type: none"> - During September there were nine attacks reported. - During the July - September quarter there were 23 attacks reported. - All impounded animals are returned to owners where possible or rehomed with the assistance of local animal welfare groups. 	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.3.6	Facilitate companion animals education	2 programs delivered & communications updated to promote responsible pet ownership	<p>Byron Shire Council is one of 11 councils in NSW included in a new joint project with the RSPCA to reduce the impacts pet cats have on native wildlife.</p> <p>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.</p> <p>The Keeping Cats Safe at Home project is funded by a \$2.5 million grant from the NSW Environmental Trust's Major Projects Prospectus.</p> <p>As a first step, RSPCA NSW is conducting a survey for participating councils as well as the wider community and everyone is encouraged to have their say. The survey closes on 31 October 2021.</p>	Not Commenced	—

OP Code	Operational Plan Activity	Measure	Comments	Status
2.4.3.7	Undertake regular and frequent parking patrols to increase availability and turnover in the Town and Village centres	Patrols undertaken of towns and villages (7 day/weekly) Patrol roster maintained to meet peak period demands & 80% customer service requests completed	<p>Staffing is maintained to ensure Community Enforcement Officers undertake regular patrols throughout the Shire.</p> <p>During September there were:</p> <ul style="list-style-type: none"> - 76 CRMs received (55 parking, 21 abandoned vehicles) - 86 CRMs completed - 35 CRMs remain outstanding <p>During the July to September quarter there were:</p> <ul style="list-style-type: none"> - 242 CRMs received (157 parking, 82 abandoned vehicles, 3 for sale) - 254 CRMs completed 	On Track 


OP Code	Operational Plan Activity	Measure	Comments	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%)	<p>Public health complaints are responded to in accordance with the Compliance Action Plan. During September there were:</p> <ul style="list-style-type: none"> - 27 CRMs received - 16 CRMs completed - 78 CRMs remain outstanding <p>During the July to September quarter there were:</p> <ul style="list-style-type: none"> - 91 CRMs received - 111 CRMs completed <p>16 of the CRMs received were complaints about COVID related issues. Staff continue to provide education and assistance business to ensure compliance with NSW Health Orders.</p>	On Track	
2.4.3.9	Deliver the Food Premises inspection program	Inspections conducted in accordance with NSW Food Regulation Partnership includes inspections and markets/major events (80% completed) Compliance with legislation and food safety standards (> 90%)	<p>During September there was eight food safety inspections carried out. During the July to September quarter there were 27 inspection carried out.</p> <p>Due to Public Health Orders, businesses were subject to lockdown in accordance with Public Health Orders from Monday 9 August to 11 September, and then again from 21 to 28 September.</p>	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
2.4.3.10	Deliver the Onsite Sewage Management System inspection program	Inspections completed (>10%) and system compliance (>80%)	During September there were 16 inspections carried out. During the July to September quarter there were 50 inspections carried out.	On Track	
2.4.3.11	Review the Onsite Sewage Management Policy and Procedure Manual	Policy review complete	A consultant has been engaged to review the Onsite Sewage Management Policy. The review will take place during 2021/22. Initial meetings have been held.	On Track	
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	Training and newsletter program to be developed.	Not Commenced	

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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
2.5.1.1	Aboriginal Cultural Heritage management, strategy, and mapping	Project completed to meet OEH grant requirements	Further internal discussions regarding resourcing to take place.	On Track 

2.5.2: Recognise and support the heritage of Byron Shire

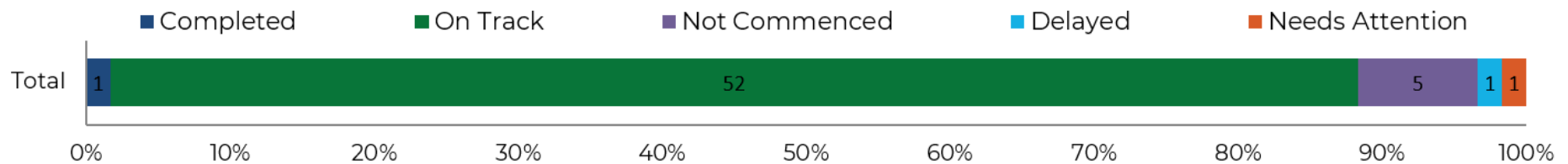
2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
2.5.2.1	Coordinate the Heritage Advisory Panel	4 meetings held	The Heritage Advisory Panel met in September. Items discussed included the Heritage Program update, member updates and the Draft Brunswick Heads Heritage Assessment for Proposed Heritage Conservation Area	On Track 
2.5.2.2	Conduct the Local Heritage Places Grant Program	Program complete to meet OEH grant requirements	Local Heritage Places Grant for 2021/22 grants were extended until 8 October 2021. The Local Heritage Places Grant program aims to raise awareness of heritage conservation.	On Track 
2.5.2.3	Coordinate the Heritage Advisory Service	Program complete to meet OEH grant requirements Level of service use (referrals and advice >10)	Heritage information and assistance is being developed for the website, included online forms, help guides and fact sheets.	On Track 



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





2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
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OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.1.1	Seek funding to implement the Biodiversity Conservation Strategy, Coastal Koala Plan of Management and Flying Fox Camp Management Plan (Biodiversity Conservation Strategy Action 1.32)	Investigate grant funding to implement strategies and plans.	Investigating Environment Trust - LGNSW flying fox foraging grant. In partnership with BVL investigating Smart Farms grant funding for soil improvement education/extension. Met with DPIE re extension of NE Hinterland Project. Currently implementing the following grants: <ul style="list-style-type: none"> - NE Hinterland Koala Habitat Planting - \$45,000 from NSW Koala Strategy. - Koala Activity Surveys - \$20,000 from NSW Koala Monitoring Framework. - Commonwealth Combating Pests and Weeds Project - \$299,000 for agricultural extension, pest animal, environmental & agricultural weed control. - 1.8km Brunswick Riverbank rehabilitation - \$39,595 from NSW DPI Fish Habitat Action Grant. - 900m Brunswick Riverbank stabilization & rehabilitation - \$189,000 NSW Fish Habitat Restoration Program 2020. - 800m Brunswick Riverbank and Flying-fox habitat being restored & production of Pre-School educational book - \$79,050, NSW Environmental Trust Flying Improvement project. 	On Track	
3.1.1.2	Revise Shire-wide Wildlife Corridor Mapping (Biodiversity Conservation Strategy Action 1.18).	Wildlife Corridor Mapping finalised	Wildlife corridor review workshops x 2 held with Council planning staff. Contractors making minor edits to mapping. Draft mapping discussed at Biodiversity Advisory Committee 9 September, and to be presented to Councillors at 7 October Strategic Planning Workshop.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.1.3	Implement hazard reduction/ecological burn at Honeysuckle Hill (Clay Heath). (Biodiversity Conservation Strategy Actions 4.2, 4.4 & 4.9).	Finalise permits and approvals. Plan and implement community engagement activities. Implement burn, weather permitting. Implement monitoring program.	Contacted RFS regarding Guardian training.	On Track	
3.1.1.4	Investigate opportunities for Council to provide incentives for landholders to conduct restoration works on their properties that will assist with long term biodiversity conservation. (Biodiversity Conservation Strategy Actions 3.4, 3.7, 3.8, 3.9, 3.10 & 3.13).	Update Councils website with up to date information to support landholders wishing to undertake ecological restoration. Investigate funding sources available for conservation and restoration on private land.	<ul style="list-style-type: none"> - Continued to provide email/phone advice and site visits to local farmers regarding sustainable agriculture - Progressing private landholder conservation projects: Koala Food for the Future, NE Hinterland. Met with DPIE regarding future funding and activity priorities for second stage of NE Hinterland project. - Commonwealth Combating Pests and Weeds During Drought Project - \$57,000 going to 11 landholders to participate in agricultural and environmental weed control through the managed grazing incentives and bush regeneration. 	On Track	
3.1.1.5	Continue the E zone review (Action No.9 from Rural Land Use Strategy)	Review progressed in stages	Exhibition of Stage 3 planning proposal completed. Staff currently reviewing submissions received with a report going to Council in late 2021.	On Track	
3.1.1.6	Implement the Shire wide Integrated Pest Management Strategy	Implement budgeted program	Working with the roads department in a weed control on rural roads program.	On Track	
3.1.1.7	Implement the Flying Fox Camp Management Plan (Biodiversity Conservation Strategy Actions 2.4, 4.9, 4.17 & 4.18).	Meetings with Community Project Reference Group (3) Survey flying fox camps every 3 months.	<ul style="list-style-type: none"> - 800m of Brunswick riverbank and Flying-fox habitat being restored under 3rd year of NSW Environmental Trust Flying Improvement project. - August flying fox census complete. - Attended National Flying Fox Forum, funded by LGNSW scholarship. 	On Track	






OP Code	Operational Plan Activity	Measure	Comments	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.	SAT mapping: 53 out of 58 sites surveyed to date. Remaining surveys delayed by Covid-19 lockdown. Koala road sign installed on Tyagarah Rd. Collaborating with other regional councils regarding koala conservation community engagement campaign.	On Track	
3.1.1.9	Partner with key stakeholders on koala research and management projects, including - NE Hinterland Koala Conservation Project - Northern Rivers Regional Koala Strategy - Regional Koala Communications Group (Biodiversity Conservation Strategy Actions 3.8, 4.8 and 4.13)	Continue to progress NE Hinterland Project; Attend project meetings & workshops; Review and progress development and implementation of Northern Rivers Regional Koala Strategy.	- Attended Regional Koala Group meeting 16 September. - NE Hinterland Koala Conservation Project. Met with DPIE 15/9/21 regarding ongoing funding and priority actions for this project. - Regional Koala Activity Study - GIS data provided to contractors.	On Track	
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.	- 2020-21 trapping data from JR Trapping being entered into Feralscan. - Contract awarded for additional 8 trapping weeks on private land in Byron Shire - Drought, Pest and Weeds grant funding. - Contract being negotiated for 2021-22 feral animal trapping on Council managed land. - Ongoing participation in Feral Deer Working Group. - BSC is participating in and supporting the LLS Feral Cat Trapping program and community education program 2021.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	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 is progressing well with all components expected to be delivered by end Dec 2021 as required. - Agriculture Extension funds are anticipated extend extension services to May 2022.	On Track	
3.1.1.12	Continue program of steam (non-chemical) weeding	Delivered in accordance with budget and program	Steam weeding program being rolled out across the shire's playgrounds and town centres.	On Track	
3.1.1.13	Deliver Marshalls Creek Foreshore & Roadside Erosion Protection Works - New Brighton	Construction Works Package complete	Project did not commence and is awaiting recruitment of replacement Project Engineer.	Not Commenced	
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. Due to the large agenda of the last Council meeting and subsequent actions currently being implemented by Council staff, coupled with the current Council/committee terms coming to an end, it has been decided to postpone the Byron Shire Floodplain Risk Management Committee meeting to be held on 30 September. The next committee meeting will be held during the new term of Council. Policy development will recommence with the new term of Council and a new committee.	Completed	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.1.15	Develop a Strategic Action Plan for Wildlife Road Strike Mitigation in Byron Shire. (supports Biodiversity Conservation Strategy Action 4.7)	Draft Strategic Action Plan presented to Biodiversity Advisory Committee	Request for quote sent out. Project tentatively planned to start January 2022.	On Track	
3.1.1.16	Finalise Flying Improvement Project to enhance Flying Fox habitat (Biodiversity Conservation Strategy Action 4.18).	Flying Improvement Project completed.	Project in progress. Some community based activities delayed due to Covid restrictions. Works on Mullumbimby camp (1 ha bush regeneration) nearly complete.	On Track	
3.1.1.17	Finalise shire-wide restoration mapping (Biodiversity Conservation Strategy Action 1.20).	Map of areas that have been restored for conservation purposes available on Council's website.	Contract awarded, work due to start October 2021. Staff received training on DPIE Koala Habitat Restoration Archive 23/9/21.	On Track	
3.1.1.18	Map potential habitat areas for Mitchell's Rainforest Snail (Biodiversity Conservation Strategy Action 1.25).	Mitchell Rainforest Snail potential map available on Council's mapping layers.	Request for quote sent to potential providers	On Track	
3.1.1.19	Update 2017 vegetation and HEV mapping to reflect ground truthing done as part of E-Zone review (approx 250 sites). (Biodiversity Conservation Strategy Action 1.14).	Updated vegetation mapping available on Geocortex.	Contract for updates to Vegetation and HEV mapping awarded. Due to start October 2021. Contract for 2017 Vegetation Mapping GIS report awarded and work in progress.	On Track	
3.1.1.20	Update flora and fauna lists for the shire, including status of threatened flora and fauna (Biodiversity Conservation Strategy Action 1.11).	Revised flora and fauna lists available on Council's website.	Request for quote in preparation.	On Track	
3.3.1.11	Belongil Creek Entrance Opening Approvals		Not required this month	Not Commenced	

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







2020/21 Operational Plan Activities








OP Code	Operational Plan Activity	Measure	Comments	Status	
3.1.2.1	Undertake bush regeneration activities to maintain and expand restoration of HEV sites on Council owned or managed lands forming part of the Council bush regeneration program	Delivered in accordance with budget and program	Back on track with full strength team.	On Track	
3.1.2.2	Undertake bush regeneration activities to maintain and expand restoration of HEV sites on Council owned or managed lands forming part of the Council bush regeneration program	Delivered in accordance with budget and program	Progress advancing with additional staff and favorable weather.	On Track	
3.1.2.3	Respond to biosecurity threats in accordance with regulatory direction and agreement.	No breaches issued, timely response to directions	No bio-security orders in this period.	On Track	
3.1.2.4	Continuation of mentoring of volunteer community Landcare and Dune care groups and progression of the Small Steps to Healthier Roadside Program	3 entities supported per annum	Have met and provided guidance to some individuals interested in stewardship of neighboring bushland.	On Track	
3.1.2.5	Progression of high profile sites to maintenance levels for restoration works	5 sites achieved	Team in now at full strength with the appointment of 2 additional casual bush regenerators	On Track	

3.2: Strive to become a sustainable community

3.2.1: Work towards Council's zero-emissions target


2020/21 Operational Plan Activities





OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.1.1	Implement the Net Zero Emissions Action Plan for Council Operations 2025	Annual report to Council on delivery of Action Plan, alongside annual emissions inventory.	Preparations have begun for report to Council regarding Council's emissions inventory and Action Plan progress. Report will likely be presented in January 2022 due to Council elections and no December meeting.	On Track	
3.2.1.2	Prepare Annual Emissions Inventory to determine progress towards 2025 Net Zero Emission Target.	Annual Emissions Inventory reported to Council. Collect data and calculate emissions using newly defined emissions boundary (Climate Active-compliant).	Staff currently collecting and analysing emissions data for inventory, as well as setting up collection methods for newly defined emissions boundary. Reporting to Council in January 2022, due to no December meeting.	On Track	
3.2.1.3	Investigate a digital fuel card system for the bulk fuel supply	Report to Executive Team	Investigations and enquiries ongoing by Stores Officer and Fleet Coordinator for reporting to ET in November	On Track	
3.2.1.4	Investigate Council's methane gas flare and Australian carbon credit unit generation in line with net zero emissions target	Report to Council	Specialist consultant has agreed to undertake reporting and is providing quotation for the works for ongoing ACCU's. This will provide information base to determine future pathways for carbon credits.	On Track	
3.2.1.5	Council decision for 'Go/No Go' on construction for Bioenergy Facility, subject to State/Federal authorities	In accordance with project schedule	DA being assessed after exhibition.	On Track	
3.2.1.6	Monitor Solar Performance at STP and provide annual report	Complete annual report	This OP activity is no longer required as it is included in activity 3.2.1.12 "monitor solar assets". An annual report of all Council's solar assets will be included in the annual emissions inventory.	Needs Attention	





OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.1.7	Finalise and commence implementation of the Climate Change Adaptation Plan	Plan developed and actions commenced	Plan adopted. Several actions already underway. A report will be provided alongside the annual emissions inventory report to Council in January 2022.	On Track	
3.2.1.8	Report annually on sustainability partnerships, such as Cities Power Partnership.	Report as required to Sustainability and Emissions Reduction Advisory Committee.	Ongoing activity. ICLEI has nominated BSC to join the Race to Zero campaign ahead of the UN's COP26 in November 2021 for its net zero emissions target. Staff have submitted an application for the CPP's Climate Awards in the 'Ambition Award' category for the Net Zero Action Plan.	On Track	
3.2.1.9	Public Food gardens - continue to showcase public food garden outside Council Chambers	Garden maintenance days (6)	A new sign is being designed to replace the faded one currently in the garden. Also, sustainability staff working with the Open Spaces team to schedule another garden maintenance day. Once this is complete, a round of communications is planned to remind the community about the food garden.	On Track	
3.2.1.10	Investigate a carbon offset policy and strategy for Council, in accordance with Climate Active certification.	Hold internal workshop. Report to Council.	Investigations to commence in late 2021/early 2022.	Not Commenced	
3.2.1.11	Investigate energy efficiency upgrade of Mullumbimby Administration Building (action A4 in Net Zero Emissions Action Plan)	Develop business case for bulk lighting upgrade of Mullumbimby Office building and report to Council	Business case investigations to commence in early 2022.	Not Commenced	
3.2.1.12	Monitor Council's solar assets.	Monitor output performance of solar assets and report annually.	An annual report will be included in the annual emissions inventory that will go to Council in January 2022, as well as being provided to SERAC in September 2021.	On Track	
3.2.1.13	Undertaken an energy usage audit of Council's utilities services	Audit complete.	Energy benchmarking commenced. Staff working towards providing monthly reports, performance tracking and anomaly identification for Utilities assets.	On Track	

3.2.2: Support community environmental and sustainability projects

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status
3.2.2.1	Provide coastal, environmental and sustainability information and encourage and support community activities and groups	Participate in and deliver coastal, environmental and sustainability events and information that is relevant to our community. Support coastal, environmental and sustainability community groups	Continued supporting community groups by attending meetings, workshops and providing information on a variety of themes within the coastal, biodiversity and sustainability remit. This included workshops to establish and build on various collaborative relationships; engagement with landowners [6]; response to biodiversity community enquiries [23]; response to coastal community enquiries [8] and letters of support for community group grant applications [2]. Media releases: Keeping Cats Safe at Home project, Tree Hollows, 'Could the worst of the beach erosion be over? Update of council's webpages to reflect current projects. Regular emails to Byron Farmers Network (260 members), plus 65 farm visits since start 2021, and over 200 emails to landholders. Ongoing development and delivery of Smart Farms workshops. Bringing Back the Bruns community information morning planned for 9 October. Ongoing quarterly Sustainability e-newsletter.	On Track 

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.2.2	Participate in regional coastal, sustainability and environmental working groups and initiatives.	Attend Sustain Northern Rivers/Energy Working group; Northern Rivers Fire and Biodiversity Consortium Participate in North Coast Joint Regional Organisation environmental working groups	Continued participating in regional sustainability and environmental working groups and initiatives aligned with the coastal, biodiversity and sustainability remit and project portfolio. Including Regional Koala Group, Byron Bird Buddies meeting, NRJO NRM Managers (joint Council). Koala Restorations Archive training, Northern Rivers Feral Deer working group and Richmond River Governance and CMP Project working group, Young Farmers Connect, Regenerative Agriculture Alliance. Sustainability team attended quarterly Sustain Energy Working Group meeting and also sitting on NRJO Renewable Energy Steering Group.	On Track	
3.2.2.3	Support community gardens in accordance with the Policy and Guidelines	Provide guidance and liaise with new and existing community gardens	Ongoing activity. (On hold due to COVID restrictions) Staff currently working with Mullumbimby Community Gardens to investigate food permit options. One application received for the Suffolk Park Community Garden. Staff aiming to report and recommend licence be awarded to applicant at October Council meeting. Shara Ocean Shores Community Garden is installing a water tank - owners consent has been provided.	On Track	
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	Staff attended Regional Koala Communications Group 16/9/21.	On Track	
3.2.2.5	Support Brunswick Valley Landcare to deliver the Land for Wildlife Program and biodiversity enquiries	Quarterly reports to biodiversity advisory committee	- Letter of support provided for Wilson's Creek - Huonbrook Landcare grant application for Glossy Black Cockatoo hollow monitoring. - Office space provided for BVL staff at Mullumbimby Council office.	On Track	





OP Code	Operational Plan Activity	Measure	Comments	Status	
3.2.2.6	Deliver biennial Byron Shire Council Sustainability Awards.	Awards program delivered.	Not commenced yet - Awards ceremony to coincide with World Environment Day in June 2022.	Not Commenced	
3.2.2.7	Implement Brunswick Valley (Vallances Rd, Mullumbimby) Vision and Roadmap	Actions commenced	Project Managers have been assigned for the Natural Burial Ground and the Nursery/Environmental Education Facility. Staff and the community-based NBG Steering Group held their first meeting on 17 September to clarify roles and responsibilities, and an agreed pathway forward. Utilities staff will be providing an update report to Council at October meeting. SEE staff organising a scoping workshop for the Nursery/Environmental Education Facility project.	On Track	
3.2.2.8	Co-host the 29th NSW Coastal Conference with Tweed Shire Council (November 2021)	Participate in Working Group Conference delivered	After careful consideration, the committee decided to postpone this year's 29th NSW Coastal Conference. Various factors were considered and with the current state of uncertain COVID-19 restrictions in Australia, it was concluded that moving the dates will provide greater confidence in conferences going ahead face to face, as well as interstate travel in 2022. The 29th NSW Coastal Conference will now be held from 31st May - 2nd June 2022.	Delayed	
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.	Climate Clever one year trial to be reported on in 2022.	On Track	



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

3.3.1: Implement Coastal Management Program

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.1.1	Continue preparing a Coastal Management Program (CMP) in accordance with the staged process for Cape Byron to South Golden Beach	Stage 2 progressed Coastal Hazard Update complete	Consultant has commenced data review and development of Project Plan.	On Track	▶
3.3.1.2	Continue pre-construction phase of Main Beach Shoreline Project (Jonson Street protection works)	Technical investigation progressed	Report being prepared to 28 Council meeting on the outcomes of the community feedback and recommendation of the 3 options to progress to detailed investigation.	On Track	▶
3.3.1.3	Continue 'Bringing Back the Brunswick River' Project	Deliver Federal Fish Habitat Restoration Project Investigate grant opportunities Investigate commencement of CMP Stage 1	Report to Coast and Estuary Catchment Panel being prepared to update the Panel on the Bringing Back the Bruns Project. DPI Fisheries to provide a presentation on the extent of the causeway works undertaken with the Shire, key outcomes, positive changes and benefits to fish movements, along with recommendations for future causeway work.	On Track	▶
3.3.1.4	Continue preparing a Coastal Management Program (CMP) in accordance with the staged process for Cape Byron Southern Coastline (including Tallow and Belongil Creek Catchment)	Stage 1 scoping study complete Stage 2 of the CMP process commenced	Grant applications and scope of works for Stage 2 studies being developed.	On Track	▶



OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.1.5	Construct additional flowpath from Byron STP	Project Complete	Works in the drains surrounding the depot are now complete. The footbridge across the drain is installed and landscaping planted. The footpaths are nearing completion after which turf will be laid. The pipework has commenced construction (including TAFE services) and is almost complete to the western boundary of Lot 12, Bayshore.	On Track	
3.3.1.6	Prepare detailed design and review of environmental factors for Sandhills Wetland Project	Detail design completed	Work is progressing including an assessment on options for the large amount of excavated material associated with construction of the wetlands	On Track	
3.3.1.7	Continue beach monitoring to track and report on beach erosion and recovery	Quarterly drone survey	Monitoring of beaches and public access ways continues with monthly updates provided to Councilors on Main and Clarkes Beach erosion. Clarkes Beach Agency Working Group established with meetings every 2-3 months to provide oversight of planning and management of key assets at Clarkes Beach. Sand movement and conceptual model to be developed by consultant as part of the Coastal Hazard Assessment. Scoping being undertaken to locate a new CoastSnap camera cradle on Lighthouse Rd to monitor sand movement into the Bay.	On Track	
3.3.1.8	Continue community education about beach erosion, nesting shorebirds, and dune vegetation values	Four engagement activities / community contacts per annum	Media Release (22/09/1) 'Could the worst of the beach erosion be over?'. Update of Council's website and pages relating the coastal information, CMPs and projects. Signage and communications campaign being scoped for the summer busy season to provide consistent messaging about protection of the dunes.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.3.1.9	Clarkes / Main Beach dune stabilisation project	Project scope of works prepared and grant application made	Grant application for 50% funding submitted to the State Government - Coast and Estuary Grants Program for 'Byron Bay - Main and Clarkes Beach Dune Stabilisation Project'. This project aims to restore the sand dune ecosystems of Main and Clarkes Beach within the Byron Bay Embayment, using the methods and 'soft stabilisation' techniques involving 'beach scraping' to artificially speed up dune building (volume and height), rehabilitation of dune ecosystems and habitat and restoration of public beach access ways (including removal of some access ways). Application presently being assessed.	On Track	
3.3.1.10	Belongil Creek Entrance Opening Strategy Review	Review and update the Belongil Creek Entrance Opening Strategy to ensure fish kill risk is appropriately considered. Report updated EOS to Council for endorsement.	Internal staff discussions have been held and draft Council report is under preparation.	On Track	

3.4: Support and secure our farming future

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

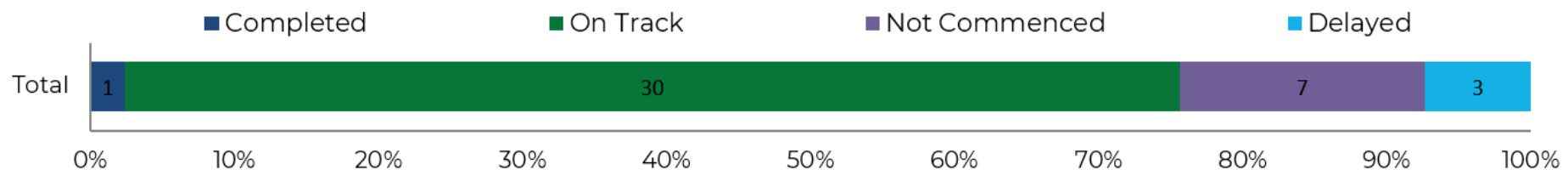
2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
3.4.1.1	Continue implementation of the Agriculture Action Plan	Convene Agricultural Cluster Group meetings (3); Maintain and update farmer database to disseminate information on farm-related issues.	<ul style="list-style-type: none"> - Action plan adopted and implementation continuing. - Agriculture Cluster group - next meeting planned for 9 November. - Farmer database now over 250. Weekly newsletter disseminated. Specific interest workshops, articles and information is selectively forwarded to network members e.g. Grazing, Regen Farming, Cropping. 	On Track	
3.4.1.2	Continue to deliver Smart Farms -Small Grants project (Biodiversity Conservation Strategy Actions 3.4 & 3.10)	Deliver field days/workshops (3). Deliver farming mentoring program.	<ul style="list-style-type: none"> - Handbook for new farmers starting out in the shire printed and being distributed. - Farmer workshops are ongoing. Farm planning and Soils workshops have been run. - Farmer mentoring program ongoing, developing partnership with Southern Cross University. 	On Track	



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





2020/21 Operational Plan Activities






OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.1.1	Facilitate the Design Excellence Panel for Byron Bay Town Centre	Panel formed; meetings held	EOI for Panel Membership closed. Further consideration required prior to report to council.	On Track	▶
4.1.1.2	Continue to implement actions from Our Mullumbimby Masterplan, Bangalow Village Plan and Byron Arts and Industry Estate Plan	Place Planning Collective meetings Internal working group meetings Funding implementation Plan prepared in consultation with Directorates for next year's budget Investigate and apply for grant funding	Place Planning Collective meetings continuing including masterplan project prioritisation and scoping.	On Track	▶
4.1.1.3	Investigate priority needs for future masterplans	EOI to outstanding villages to invite interest in community led masterplan process	Report to Council being drafted to outline EOI process proposal.	On Track	▶
4.1.1.4	Review and update Bangalow Development Control Plan (high priority action from the Bangalow Village Plan)	DCP reviewed and reported to Council	Proposed changes to the DCP 2014 currently on exhibition. Exhibition expected to close 28 September 2021.	On Track	▶




OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.1.5	Deliver one way traffic trial for Centennial Circuit (Byron Arts and Industry Estate Precinct Plan action)	Report to Council on trial outcomes	Trial continues with more feedback sought via social media earlier this month. Feedback generally very positive. Aiming to report to 4 November Council meeting with outcomes of the trial.	On Track	
4.1.1.6	Support the Federal Community Village Masterplan Steering Group to undertake community-led masterplanning for Federal	Draft masterplan reported to Council for public exhibition	In progress. Refer to Council website for further information. Aiming for a draft masterplan to be formally exhibited early 2022.	On Track	
4.1.1.7	Evaluate 'Talking Street', Mullumbimby project trial	Report to Council - project evaluation & recommendations for permanent changes	Parklets removed. Receiving feedback on trial. Working group meeting held. Considering placement of further design elements.	On Track	
4.1.1.8	Park activation Bayshore Dr (Byron Arts and Industry Estate Precinct Plan)	Activation events held	Awaiting completion of the Additional Flow Path project to commence.	Not Commenced	
4.1.1.9	Amend Local Environmental Plan and Development Control Plan in accordance with Mullumbimby Hospital Precinct Plan	Amendments commenced	Looking to develop the next iteration of the structure plan for the site in late 2021 - with targeted community engagement.	On Track	
4.1.1.10	Commence review of Local Strategic Planning Statement priority actions	LSPS review of priority actions commenced	Not commenced due to other due to other project priorities prior to December council elections.	Not Commenced	
4.1.1.11	Progress Sandhills Reserve management transition in accordance with Crown Lands Management Act.	All actions required of Council complete	Urgent discussions continuing with Crown Lands.	On Track	
4.1.1.12	Prepare precinct plan for land around the Byron Central Hospital (action from Business & Industrial Land Strategy)	Draft Precinct Plan commenced	Not commenced	Not Commenced	






4.1.3: Manage development through a transparent and efficient assessment process

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.3.1	Assess and determine development applications	<p>1. Time taken to determine development applications under delegated authority - Average = 70 days, Median = 60 days</p> <p>2. Time taken to determine modification applications under delegated authority - Average = 50 days, Median = 40 days</p> <p>3. % of applications determined within 50 days under delegated authority >50%</p> <p>4. % of modified applications determined within 40 days under delegated authority >60%</p>	<p>September 2021</p> <p>1. Average - 76 days, Median - 60 days; 2. Average - 59 days, Median - 42 days 3. 48% 4. 46%</p> <p>July to September 2021</p> <p>1. Average - 87 days, Median - 64 days; 2. Average - 53 days, Median - 39 days 3. 45% 4. 61%.</p>	On Track	
4.1.3.2	Assess and determine construction certificates	<p>80% Construction Certificates processed in less than 28 working days;</p> <p>80% subdivision certificates processed in less than 28 working days</p>	<p>September 2021</p> <p>71% of Construction Certificates processed in less than 28 days. 100% of Subdivision Certificates processed in less than 28 days.</p> <p>July to September 2021</p> <p>78% of Construction Certificates processed in less than 28 days. 100% of Subdivision Certificates processed in less than 28 days.</p>	On Track	
4.1.3.3	Assess and determine complying development applications	80% Complying Development Applications processed in less than 20 working days	<p>September - 80% Complying Development Applications processed in less than 20 working days</p> <p>July to September - 80% Complying Development Applications processed in less than 20 working days</p>	On Track	
4.1.3.4	Provide certification inspection services	Undertake 95% of inspections within 2 working days	Inspections are carried out within a day of the requested date.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.3.5	Respond to and investigate complaints against building standards	Undertake 100% of inspections within 2 working days	Where complaints relate to 'very high' or 'high' categories within the Compliance Priorities Program are received, they are actioned immediately. All other complaints are investigated within two days.	On Track	
4.1.3.6	Conduct the Swimming Pool and Fire Safety inspection program	Statutory requirements met	Swimming Pool inspections are undertaken on application for a Swimming Pool Compliance Certificate issued under the Swimming Pools Act. - 9 certificates were issued during September. - 27 certificates were issued between July and September. Fire Safety inspection program to be developed and processes improved for annual certification.	On Track	
4.1.3.7	Share information through builder and developer forums	Newsletters circulated to the building and development industry (6) Newsletters available online	No Planning eNews' have been issued for September 2021.	On Track	
4.1.3.8	Adaptable housing for multi-dwelling housing or medium density housing in accordance with DCP	Compliance with DCP	33% of dwellings in multi dwelling or medium density housing developments approved in 2020-2021 thus far are adaptable, which complies with the minimum 10% target.	On Track	
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	September - 89% Pre-lodgement advice provided within 21 days. - No DAP minutes were held in the reporting period due to COVID-19 restrictions. July to September - 74% Pre-lodgement advice provided within 21 days. - 80% DAP minutes provided within 10 days.	On Track	



OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.3.10	Prepare a Planning Proposal to enable precinct based Short Term Rental Accommodation.	Planning proposal progressed in accordance with Gateway	Consultants Urbis engaged by DPIE to prepare Economic Impact Assessment (EIA) to inform review of Councils STRA Planning Proposal. EIA expected October/November 2021. STRA and property owner survey completed by Urbis to inform EIA.	On Track	
4.1.3.11	Prepare and assess Planning Proposals and Development Control Plans, and amend Local Environmental Plan maps	80% of applicant initiated planning proposals reported to council within 90 days once the applicant has paid the required Stage 1 assessment costs.	Output measure achieved. Status of applicant-funded planning proposals is presented below: - 53 McAuleys Lane, Myocum: awaiting Gateway determination by Department of Planning, Industry and Environment - 31 Alidenes Road, Wilsons Creek: submissions report considered at 16 September Planning Meeting and planning proposal adopted; - 158 Jonson Street, Byron Bay: adopted by Council on 5 August 2021; currently with Department of Planning, Industry and Environment for drafting and finalisation - 'Elements' land at Bayshore Drive Byron Bay: exhibition finished on 16 May; submissions review underway with Council report to follow in October; - The Farm, Ewingsdale Road, Byron Bay: adopted by Council on 5 August 2021; with the Parliamentary Counsel Office for finalisation; - 150 Lismore Road, Bangalow: Council resolved (Res 21-356) to forward planning proposal to NSW Department of Planning, Industry and Environment for Gateway determination.	On Track	
4.1.3.12	Administer 10.7 certificates, allocation of property addresses and update property subdivisions in GIS and Authority	95% of 10.7 requests processed in 5 working days Report monthly on requests for property addresses Update property information in Authority and GIS	Approximately 95% of Section 10.7 Planning Certificate applications processed within 5 working days (ongoing measure).	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.1.3.13	Investigate strategic framework for resolving dwelling entitlement issues (Action No.22 from Rural Land Use Strategy)	Investigations commenced	Not commenced due to other project priorities prior to December council elections.	Not Commenced	
4.1.3.14	Progress Style Guide for Low Rise Medium Density Housing Code.	Style Guide commenced	Project slowed pending the release of the NSW Government Design and Place State Environmental Planning Policy (SEPP) which is expected to go on public exhibition late 2021 for at least 6 weeks.	Delayed	
4.1.3.15	Provide action implementation update on Rural Land Use Strategy	Actions audit and update reported	Audit of actions commenced	On Track	
4.1.3.16	Review DCP 2010 & DCP 2014 to determine preferred structure and priority updates.	DCP review commenced	Project is on hold pending outcome of the Department of Planning, Industry & Environment's review of the Byron Residential Strategy. Other priority housekeeping DCP matters to be progressed over coming months.	Not Commenced	
4.1.3.17	Review LEP 2014 to identify provisions that are redundant and/or require updating to reflect strategic land use priorities.	LEP 2014 review commenced	Project on hold. Most recent LEP 2014 housekeeping amendment has been gazetted.	Not Commenced	

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



2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.2.1.1	Prepare an Affordable Housing contribution scheme under SEPP 70 to be incorporated in the local planning framework controls (Action in Residential Strategy)	Finalise LEP amendment to apply SEPP 70 affordable housing contribution to one or more of the sites identified in the Residential Strategy	The Peer review of the Residential Strategy findings have been tabled. A letter response has been provided to the Department of Planning, Industry and Environment that requests moving forward with an option encompassing the progression of the AHCS planning proposal.	Delayed	
4.2.1.2	Progress future use of Lot 22, Mullumbimby Planning Proposal, Plan of Management and Structure Plan	Planning proposal progressed in accordance with Gateway Plan of Management and Structure Plan commenced pending outcome of Planning Proposal	DPIE peer review of the planning proposal (to determine if it can proceed ahead of the Residential Strategy and the AHCS) has been finalised.	Delayed	

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

4.3.1: Facilitate and support sustainable development of our business community




2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.3.1.1	Review the format of the Economic Development Strategy and Action Plan	Working revision and collation of relevant documents	Working toward engagement and communications plan to inform the new business industry strategy.	On Track	
4.3.1.2	Continue to strengthen partnerships between Council and the business community	Formalise Sourdough MoU	MOU adopted by Executive Team	Completed	

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






2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.4.1.1	Implement high priority actions from Business and Tourism plan.	Investigate and apply for funding grants.	Working toward engagement and communications plan to inform the new business industry strategy and responding to businesses' needs in current climate.	Not Commenced	
4.4.1.2	Continue to liaise with our business and tourism industry.	Participate in various business and tourism boards and meetings when appropriate	Continuing engagement by way of meetings, sharing of data and research via Council website, email and business newsletter	On Track	
4.4.1.3	Consider how to increase awareness of accessibility and inclusion for our business community in the development of the new business industry plan	Accessibility and inclusion considerations incorporated into the new business industry plan	Sharing information where appropriate regarding awareness of accessibility and inclusion via meetings, Council website, newsletter to be considered into the new business industry plan.	On Track	

4.5: Work to improve community resilience in our changing environment

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

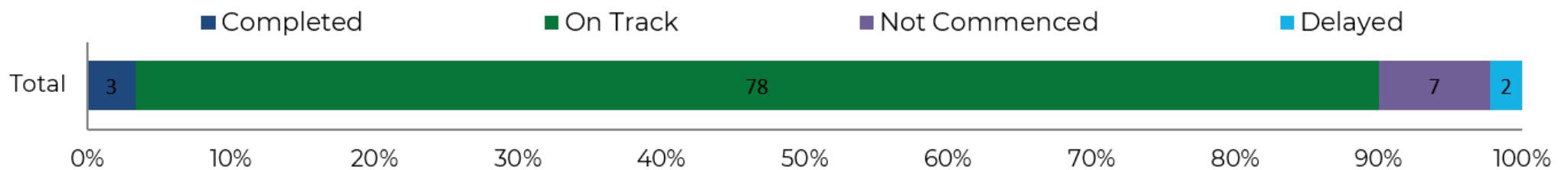
2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
4.5.1.1	Align existing reporting with Resilience Framework.	Relevant report actions aligned with Resilience Framework.	No update this period, activity scheduled for Q2.	On Track	
4.5.1.2	Develop Internal Resilience Framework.	Framework developed.	Draft framework developed. Further activity scheduled for Q2.	On Track	
4.5.1.3	Review Community Gardens Policy	Investigate 'Enterprise Garden' definition for Mullum Community Gardens	No recent progress. Expected to continue in early 2022.	On Track	
4.5.1.4	Scope out parking study brief for Byron Arts and Industry Estate (action in Byron Arts and Industry Estate Masterplan)	Draft project brief prepared	Broad scope discussed with A&I Estate representatives of the Place Planning Collective. Further discussions required to inform project brief.	On Track	
4.5.1.5	Support Community and local emergency services to develop and coordinate shared disaster resilience activities.	Coordination of Community Resilience Network, exercises and training.	The bimonthly Byron Community Resilience Network meeting was deferred in August however planning for the October meeting is underway.	On Track	



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)




2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.1.1	Refresh Byron Shire Council's corporate style guide	Corporate style guide to developed and implemented.	On track	On Track	
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	The implementation of recommendations from the Byron Model is nearing the end of the trial period. An end of trial review will take place and be reported to the Executive Team in November 2021.	On Track	
5.1.1.3	Hold quarterly Community Roundtable meetings	Community Roundtable meetings held four times a year.	Scheduled for 29 September 2021.	On Track	
5.1.1.4	Conduct 2022 Community Survey	Data published	Not due to commence until November 2021	Not Commenced	

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.1.5	Design and implement annual youth leadership program	1 leadership program delivered.	Council resolved (21-344) to undertake targeted engagement to determine the preferred model that can give young people an effective voice in raising issues of concern to young people. This engagement will be carried out between Sept-Nov with a report to Council regarding the outcomes of this youth engagement and the proposed forum for future youth engagement to commence in 2022.	On Track	
5.1.1.6	Review Community Participation Plan	Community Participation Plan updated and adopted	Preliminary review commenced	On Track	





5.1.2: Enhance staff capacity in community engagement

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.2.1	Minimum of six staff to complete IAP2 Essentials/Design courses or courses designed to increase awareness of community engagement.	Minimum of six staff completed IAP2 Engagement Essentials	On hold due to COVID-19. This training is better delivered face-to-face.	Not Commenced	
5.1.2.2	Implement inclusive Community Engagement Policy	Evidence of staff to be implementing communication and engagement plans for major projects and for other issues of interest and importance to the community.	Comms team working with staff on communication and engagement plans for Myocum Road, Carlyle Street, Green Spine.	On Track	
5.1.2.3	Upgrade and review Engagement Toolkit as required	Staff to be referring to engagement toolkit when planning for and implementing projects that have a communication and engagement component.	Toolkit is upgraded as needed.	On Track	

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





2020/21 Operational Plan Activities




OP Code	Operational Plan Activity	Measure	Comments	Status	
5.1.3.1	Make available Council's Ordinary Meeting business papers; enable business papers to be accessed by persons using assistive technology	>95% of business papers published on website at least 7 days prior to meeting; % business papers accessible to screen readers and text readers; work towards and progress through the requirements of WCAG 2.1	The Meeting Business Papers were prepared and published on Council's website in accordance with Code of Meeting Practice. All business papers are able to be read online, with assistive technology support provided through ReadSpeaker on Council's website. Hardcopy documents are provided in Council's foyer for public access.	On Track	
5.1.3.2	Facilitate and promote online opportunities for community access and make community access opportunities available to people using assistive technology	Four projects to be promoted and linked via website and yoursaybyronshire.com.au	Recent projects on Your Say Byron Shire include Mullumbimby Talking Streets, Bioenergy facility.	On Track	
5.1.3.3	Continued monitoring and improvement of the Byron Shire Council website to ensure content complies with DDA and WCAG Level AA standards	Implementation of Accessible Documents Plan including capacity building programs for staff	Advice and support provided to Disability Inclusion and Access Plan consultation. Quality Assurance score 95.45% of content achieving overall compliance. 244 items published to the website all reviewed for compliance with WCAG Level AA standards. Began drafting access guide web content based on user feedback.	On Track	
5.1.3.4	Continual use of online and social media engagement tools.	Increase in social media followers	More than 9,100 followers on Facebook.	On Track	

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

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



2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.1.1	Review Operational Plan annually	New Operational Plan prepared; DIAP strategies incorporated into new Operational Plan	The development of the new Operational Plan will commence in the new year.	Not Commenced	
5.2.1.2	Undertake a community engagement program to review and develop Council's Integrated Planning and Reporting framework documents	Review and ratification of the Community Strategic Plan and resourcing strategy; development of the Delivery program for the new term of Council (2022-2025); development of the associated Operational Plan and budget	A draft community engagement strategy has been prepared with community engagement activities commencing on 2 August 2021 (being Local Government Week). The online yoursaybyronshire.com.au/ourbyron is live and includes a community survey and the 'Our Byron Shire is...' creative writing activity. The survey was open from 2 August to 3 September and received 118 responses.	On Track	
5.2.1.3	Prepare and submit End of Term Report and Annual Report	Annual Report and associated documentation submitted to OLG; Annual Report on DIAP provided to ACWG	The 2020/21 Annual Report has been prepared and will be presented to the 28 October Ordinary Meeting of Council. The due date for the End of Term has been extended with the delay in Local Government Elections, such that the last meeting of Council will now be held on 25 November.	On Track	
5.2.1.4	Publish GIPA open access information online	Open access published as per the Act.	Council continues to regularly publish open access information to the website. Most Development applications post 1/7/2010 and associated documents that are open access are being published as soon as possible.	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
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>	<p>Provided advice and editing support to create accessible template of complex documents including graphs and tables for Coastal projects/team.</p> <p>Branding and style guide project progressing.</p> <p>Advice and support provided to Disability Inclusion and Access Plan consultation.</p>	On Track	
5.2.1.6	Review and update Council business templates for consistency and accessibility	<p>Review of core business templates completed and identified schedule for revising all templates determined;</p> <p>Accessible templates completed for highest priority templates.</p>	<p>Provided advice and editing support to create accessible template of complex documents including graphs and tables for Coastal projects/team.</p> <p>Branding and style guide project progressing.</p> <p>Advice and support provided to Disability Inclusion and Access Plan consultation.</p>	On Track	
5.2.1.7	Maintain and update accessibility maps online that identify public space and facilities that provide information about accessibility	6 monthly reviews	Information on accessibility at Council public amenities is online and being kept updated.	On Track	



5.2.2: Incorporate wellbeing framework within organisation to inform decision making

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.2.1	Embed an outcomes measurement system into the Integrated Planning and Reporting framework	Framework incorporated into integrated planning and reporting	Partnering with the University of New South Wales: Centre for Social Impact to develop a localised 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.	On Track	
5.2.2.2	Deliver annual Community Donations Program	8 community initiatives supported	Administration of 2020/2021 Program has been successfully finalised, with only one of the nine funded projects requiring an extension. The 20/21 Outcomes Summary was provided and developed into a Press Release, as well as included in 20/21 Annual Report as a Case Story feature. Applications for the 2021/2022 Program were evaluated at an Assessment Panel meeting and ten projects were recommended for funding and approved at Council Planning Meeting on 5 August. The Funding Agreement template was reviewed and updated. Nine Funding Agreements have been executed and eight initial payments have been processed. Further documentation is required for one project, in order to satisfy safety and maintenance issues before the funding agreement can be actioned. A review of the Community Initiatives program is underway.	On Track	







5.2.3: Provide access to publicly available corporate registers

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.3.1	Maintain, publish and report on relevant registers including delegations, Councillors and designated staff disclosures of interests, Councillor and staff gifts and benefits, and staff secondary employment.	100% of disclosures by Councillors and staff captured and reported as required	All relevant delegations have been updated due to regulation updates i.e., LG (General) Regulation 2021, Protection of the Environment Operations (General) Regulation 2021, Protection of the Environment Operations (Clean Air) Regulations 2021, Road Transport (General) Regulation 2021. Annual Returns of Interest for Councillors and designated positions have been requested, received and reviewed. Returns to be tabled at the first Council meeting in October. Council's governance registers are being maintained, published to Council's web and reported to the Executive Team.	On Track	
5.2.3.2	Review, update and publish Council policies online and report on the status of Council's policy register	100% of policies adopted by Council are available online within 7 days of adoption; online information to meet WCAG 2.1 AA requirements; annual status reported to ARIC	Policy reviews due to regulation updates ie LG (General) Regulation 2021, Protection of the Environment Operations (General) Regulation 2021, Protection of the Environment Operations (Clean Air) Regulations 2021, Road Transport (General) Regulation 2021 have commenced. Communication with staff has commenced regarding 27 policies due for updating for the 2021-2022 period.	On Track	


5.2.4: Support Councillors to carry out their civic duties

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.4.1	Deliver the Councillor Onboarding Program following the 2021 Local Government Election	Program developed and delivered	The election results are not expected to be declared until 21-23 December, therefore the Councillor onboarding program cannot commence until January 2022. The program has been reviewed to accommodate this change in election date.	On Track	
5.2.4.2	Implement Councillor learning and development and capability framework	Training program delivered based on Councillors' identified needs	Councillor learning and development will commence following the Councillor onboarding program and identification of needs of the newly elected body.	Not Commenced	
5.2.4.3	Deliver Council meeting secretariat - including agenda preparation, minutes and council resolutions monitoring	Agendas posted on website 7 days prior to meeting and Minutes posted within 48 hours of meeting	Council Meeting Agendas are published on Council's website 7 days before the meeting, and Meeting Minutes are posted to Council's website within 2 working days. The Quarterly Resolutions Report for March to June 2021 was presented to the 26 August Ordinary Meeting of Council.	On Track	
5.2.4.4	Provide support to Councillors - including councillor requests, briefing sessions, provision of facilities and payment of expenses, and record keeping	Monthly strategic planning workshops, 100% of complete claims are reimbursed within the month in which they are received	Continuing to provide support to Councillors as required, including provision of facilities and payment of expenses.	On Track	
5.2.4.5	Implement and manage Code of Conduct training programs for Councillors, staff, and committee members	Training program delivered	This training has been undertaken and will continue	On Track	
5.2.4.6	Implement and manage training in respect of Council's Code of Meeting Practice	Training program delivered	Training has been undertaken	On Track	





5.2.5: Enhance access and availability of information to the community

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.5.1	Exhibit Development Applications as required by the Community Participation Plan	DA exhibition meets CPP timeframes	<p>During September there were:</p> <ul style="list-style-type: none"> - 59 Development applications were exhibited in accordance with the Community Participation Plan. - 155 Submissions were received in relation to development applications. <p>Between July and September there were:</p> <ul style="list-style-type: none"> - 197 Development applications were exhibited in accordance with the Community Participation Plan. - 364 Submissions were received in relation to development applications. 	On Track	

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





2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.2.6.1	Support and guide staff in the preparation and implementation of communication and engagement plans for projects and initiatives.	Evidence of communication and engagement plans for relevant projects.	Comms staff are working with other on communication and engagement plans for Myocum Road, Green Spine, Talking Streets, Business Strategy, Carlyle St.	On Track	
5.2.6.2	Manage media and social media enquiries about Council activities.	95% of enquiries responded to within deadline.	Ongoing	On Track	
5.2.6.3	Keep community and Crown Reserve user groups updated with Crown Lands Transition progress information	All actions required of Council complete	Consultation is continuing. User groups consulted this quarter include Mullumbimby Golf Course, Brunswick Surf Club and some Mullumbimby Recreation Ground users.	On Track	
5.2.6.4	Produce a regular community newsletter 'Something to Talk about'	Something to Talk About published by end of each calendar year.	The rates notice was rebranded as Something To Talk About and was distributed in July 2021.	Completed	

5.3: Deliver a high level of customer service


5.3.1: Enhance external and internal customer service effectiveness

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.3.1.1	Maintain online reporting to community on service guarantees	Performance reports updated quarterly	On track. Next update due by end October 2021.	On Track	
5.3.1.2	Deliver great service to our customers and provide consistent, accurate and timely information	Improvement in Community Satisfaction Survey results	This activity relates to operational tasks and daily duties for the frontline Customer Service team and is underpinned by the team's comprehensive Work Plan and Service Standards. The results of Employee Culture Survey show an improvement in service confidence and attitudes compared to the 2019 results.	On Track	
5.3.1.3	Investigate and scope methodology for resolving mapping inconsistencies between property and zone boundaries (Action No.26 from Rural Land Use Strategy)	Report project scope	Not commenced due to other project priorities prior to December council elections.	Not Commenced	
5.3.1.4	Prepare submission/s on draft changes to State government planning policy or legislative reforms	Submission/s prepared where required.	Ongoing. The following submissions were made during the July-September quarter : <ul style="list-style-type: none"> proposed 2021 'Environmental Planning & Assessment Regulation' NSW Regional Housing Taskforce (joint submission by the Northern Rivers Joint Organisation (NRJO) and Byron Shire Council) NSW Legislative Assembly Committee on Community Services' Inquiry into options to improve access to existing and alternative accommodation to address the social housing shortage Department of Planning, Industry and Environment Population Dynamics (response provided via the NRJO) 	On Track	

5.3.2: Further develop a proactive customer service culture



2020/21 Operational Plan Activities

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

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

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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.1.1	Annual review of suitability and utilisation of light and heavy fleet	Review complete and reported to Manager Works	Discussion with staff ongoing and investigations and assessment commenced around suitability of current and future plant and equipment.	On Track	
5.4.1.2	Manage Council's fleet in accordance with approved program	Fleet items managed and replacement as per approved program	Discussion with staff ongoing for replacement of equipment. Upgraded version of Fleet Management software "Ausfleet" nearing completion	On Track	

5.4.2: Improve further Asset Management Systems capability (SP)

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.2.1	Update the Strategic Asset Management Plan in accordance with IP&R requirements	Complete the review of the SAMP	Outcomes from the annual infrastructure report are now being assessed	On Track	▶
5.4.2.2	Develop system driven Urban and Rural Drainage Maintenance Program	Maintenance program operational within Reflect software system	Final software system checks are being completed within Reflect prior deployment go live.	On Track	▶
5.4.2.3	Review and update 10 year flood and drainage program	Plans and programs reviewed and ready for development of 2022/23 budget process	Review is underway in line with usual budget planning processes.	On Track	▶
5.4.2.4	Review and update 10 year footpath, shared path and cycleway program	Plans and programs reviewed and ready for development of 2022/23 budget process	Review is underway in line with usual budget planning processes.	On Track	▶
5.4.2.5	Review and update 10 year road and bridge program	Plans and programs reviewed and ready for development of 2022/23 budget process	Review is underway in line with usual budget planning processes.	On Track	▶


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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.3.1	Complete the annual infrastructure assets report	On time completion of the annual report on infrastructure assets	Presentation of draft work given to operating managers. Report will be prepared for ET	On Track	▶



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

2020/21 Operational Plan Activities

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

5.4.5: Progress implementation of inclusive and integrated resourcing strategy



2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.4.5.1	Develop a 5 year workforce plan	Plan developed identifying key actions and initiatives to be undertaken during the period 2022-2027 to address key workforce challenges	Looking at current WP with view to refreshing and carrying over some initiatives not yet completed to 2022-2027 Plan.	On Track	
5.4.5.2	Monitor, review and update Long Term Financial Plan	Long Term Financial Plan 2020-2030 adopted and subsequently updated quarterly	Long Term Financial Plan has not been able to be updated. It is expected following conclusion of Financial Statements that this will be the next task to complete and then update with quarterly budget reviews.	Delayed	

5.5: Manage Council's finances sustainably

5.5.1: Enhance the financial capability and acumen of Council



2020/21 Operational Plan Activities

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

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





2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.2.1	Maintain and improve internal financial controls	Reconciliations undertaken monthly within 10 days of month end.	Internal Control outcomes reviewed monthly.	On Track	▶
5.5.2.2	Complete annual statutory financial reports	Unmodified audit report provided and adopted by Council.	Draft 2020-2021 Financial Statements have been completed and are currently undergoing audit. Information requests received from Auditors so far have been responded to. Awaiting notification of outcome or any audit adjustments required.	On Track	▶
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	Thirty percent of all rate notices/water accounts are now distributed through e-notices and BPay view. Ongoing promotion of e-notices as quarterly instalment notices issued	On Track	▶
5.5.2.4	Debt recovery is maintained within Office of Local Government benchmark	Benchmark is maintained below 10% for Office of Local Government benchmark by 5% for Council benchmark	It is expected debt recovery benchmarks will remain below industry benchmarks but higher than Council past performance due to impacts of COVID-19. Report provided to 23 September 2021 Ordinary Council Meeting to set overdue interest rate to 0% to provide assistance to the Community for the period 1 October 2021 to 28 February 2022. Debt Recovery is suspended further aside from issuance of a reminder notice.	On Track	▶
5.5.2.5	Manage treasury functions of Council to maintain cash flow and maximise return on invested funds	Compliance with investment policy, T Corp directives and interest on investment revenue budget achieved	Cash flow being monitored and investment opportunities pursued when able. Historical low interest rates will impact returns and interest revenue budgets for 2021-2022 have been reduced.	On Track	▶

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.2.6	Identification of ethical investment opportunities with environmental and social inclusion outcomes	Higher proportion of investment portfolio invested accordingly then previous year.	Investment opportunities with environmental and social inclusion outcomes being pursued when available on the market and Council is able to secure an allocation. During September Council was able to secure a \$1million investment in a Green Bond through Queensland Treasury Corporation.	On Track	
5.5.2.7	Finalise the revaluation of operational land and buildings in conjunction with Assets and Major Projects staff	Revaluation outcome analysed and incorporated into Council's assets registers and general ledger.	Confirmation from Auditors following review of revaluation to post revaluation outcome. Now included in Draft Financial Statements currently being audited. Once audit is formally completed during October 2021, item will be marked as completed.	On Track	

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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.3.1	Develop and implement forward procurement plan to ensure compliance with Local Government Act	90% of Contracts compliant with Local Government Act tendering requirements and actions listed in the annual procurement plan implemented.	The Annual Procurement Plan was presented to the Executive Team on 18 August 2021, and work has commenced to implement the agreed actions for 2021/22. Currently investigating the possibility to use the categorization fields in the Contracts Register to improve search functionality and continuing to declutter and tidy the information in the register. Additional work is occurring to integrate procurement planning into the Pulse Project Management module to support staff in the early identification of procurement needs.	On Track	
5.5.3.2	Develop and implement internal awareness and training program to upskill staff in procurement	A minimum of one education initiative delivered to staff	Internal induction training in procurement commenced 30 August 2021, delivered face to face /zoom to all new starters. Q&A sessions have been offered to IS managers for the diverse teams - topics to cover being the contract register and open forms. Additional procurement training is being explored for 2021/22 to cover key areas such as tenders and contract management. Corruption training has been organised with ICAC in late 2021.	On Track	
5.5.3.3	Implement Contract Management Framework	Develop and implement Contract Management Framework in accordance with the approved roadmap	A draft Contract Management Policy has been distributed to a working group for consultation. A gap analysis and system mapping exercise is underway in order to determine the viability of the current Authority Contract Register as a tool for ongoing contract management.	On Track	
5.5.3.4	Assist in building the NRJO Council's regional procurement capacity and implement NRJO actions where applicable	Participate in regional joint procurement initiatives as the opportunity arises	The Strategic Procurement Coordinator is currently exploring the idea of sharing panels with other Councils currently using VendorPanel. The Council's legal team has been invited to consider whether this is legally possible and what, if any, implications we need to consider in doing so	On Track	

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.5.3.5	Improve Council's sustainable procurement performance	Improvement on 2019/20 sustainable choice score	The Sustainable Choice Survey recommendations will be incorporated into the monthly meeting with IS Managers to decide on the actions that are practical and appropriate for Council to implement. The new electricity contract due to commence from 1 January 2022 will be a full green option improving Council carbon emissions and contributing towards a Council goals Zero emissions.	On Track	

5.6: Manage Council's resources sustainably

5.6.1: Enhance leadership effectiveness and capacity

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.1.1	Continue regular coaching and 360 degree feedback based on LSI for Executive Team, Managers and identified top talent	80% of leadership team participates in regular coaching and new managers undertake LSI within 9 months of appointment.	ET coaching continuing. LSI debrief undertaken with Danielle Hanigan in September. Coaching of managers delayed due to lack of accredited staff in P&C team. May need to look at external coaching options.	Delayed	
5.6.1.2	Enable participatory leadership to develop organisational responses to key community issues	Increased cross-directorate collaboration	The cross-directorate Disability Inclusion Action Plan Working Group has been re-convened and is meeting monthly. The cross-directorate Homelessness Internal Working Group has continued with one meeting held this quarter. Going forward, there has been a change of Facilitator to ensure the best outcomes possible and to coordinate work across Council.	On Track	▶


5.6.2: Ensure support for employees physical and mental health

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.2.1	Examine physical risk factors for an ageing outdoor workforce and develop a prevention program to reduce sprains and strains (our highest proportion of workplace injuries).	Prevention program developed with actions identified for implementation in early 2022/23 financial year	Have discussed with new WH&S Officer - Jayne to work closely with Patrick on developing program.	On Track	▶
5.6.2.2	Deliver a health and wellbeing expo for staff	Expo delivered with 70% of staff attending	Will not go ahead in October due to COVID-19. Have rescheduled to Feb/March 2022.	On Track	▶



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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.3.1	Partner with managers in developing and implementing action plans following results from the Human Synergistics Organisational Culture Inventory (OCI) and Organisational Effectiveness Inventory (OEI) culture surveys.	Initiatives focused on culture improvement identified in Branch action plans and Managers feel capable and supported in implementing. P&C to develop initiative for whole of organisation culture improvement and ensure it is linked to values.	Some managers yet to debrief results with their teams - delays due to COVID and WFH requirements. Debriefs should be completed by end December 2021 - P&C to communicate this to Managers. Action plans to then be developed by Managers - timeframe to be established.	Not Commenced	




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



2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.4.1	Prioritised security tasks based on Federal Govt Essential 8 compliance: - Implementation of Application Whitelisting	Compliance to Federal Govt Essential 8 recommendations	The application whitelisting software has arrived. However there is a backlog on the professional services required to implement the software. Commencement date TBC.	On Track	
5.6.4.2	Develop and implement internal systems and staff training programs to ensure compliance with Native Title Act requirements.	null	Work progressed this month with DPIE-CL including development of Councillor post-election training material.	Not Commenced	

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

2020/21 Operational Plan Activities

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

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.5.4	Recommend improvements to IT Steering Committee. Implement endorsed improvements.	Improvements implemented as per agreed project plans	IT project activities progressing to plan. Current project work is as follows: 1. Online timesheets: Pilot group now live 2. Business Intelligence Reporting: Proof of Concept underway for IS financial reporting. Minor delay due to COVID disruption 3. CRM category improvements: Temporarily stalled due to competing priorities for staff resources 4. Disaster Recovery improvements: Planning underway for upgrade of current facility and possible relocation 5. Cyber Security: Tightening of administrative rights & implementation commenced for Application Whitelisting function 6. CCTV refresh for Byron CBD: partially installed but ongoing delays due to COVID-19 QLD border restrictions 7. Phone solution upgrade: Quotations pending for Skype to Teams upgrade 8. Electronic signature solution: Vendor has been selected & now implementing	On Track	
5.6.5.5	Implement eForms platform for all directorates	Council wide e-forms platform implemented	An electronic forms solution is now in place for the organisation.	Completed	




5.6.7: Develop and embed a proactive risk management culture

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.7.1	Evaluate and improve risk management framework	Review Risk Management Strategy and Policy; Develop risk appetite and risk tolerance statements; Regular risk management reporting to the Executive Team and ARIC	The improvement of Council's risk management framework has commenced, including a demonstration with Pulse to assess the suitability of the Risk Management module. The drafting of an internal process to manage risk for Council events has also commenced.	On Track	▶
5.6.7.2	Implement training and development program to improve the risk management culture in the organisation	Delivery of one training or development initiative and implementation of induction training for all staff	A second new starter induction session on risk was held on 20 September 2021 and feedback from attendees was positive.	On Track	▶
5.6.7.3	Review and test Business Continuity Plan in accordance with the Business Continuity Management Manual	Business Continuity Plan reviewed and one desktop exercise conducted	Business Continuity Plan is undergoing further refinement as a result of feedback and learnings from the Scenario Testing exercise held in August 2021, and from further discussions with Council's insurer.	On Track	▶
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	Council endorsed the Internal Audit Plan at its meeting on 26 September 2021, and planning has commenced for the first internal audit for 2021-22 to be undertaken in October 2021.	On Track	▶


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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.8.1	Assess and provide advice on internal and external insurance claims or concerns	Increase in claims managed in house by Council; insurance matters are managed in a timely, efficient and effective manner	Ongoing. Under excess claims are being managed in-house, unless of a sensitive nature, resulting in significant savings to Council. Insurance Officer has prepared a draft claim procedures manual, identifying opportunities for improvement and efficiencies with the final draft version to be reviewed, approved, and implemented by end of October 2021.	On Track	
5.6.8.2	Manage insurance claims and provide data to inform strategic decision-making	Data and information from insurance performance report is provided to the Executive Team to inform decision making	The August Monthly Insurance report was provided to the Executive Team (Insurance claims) on 9 September 2021. Council submitted an entry into the Statewide Mutual Risk Management award - Climate Change Adaptation Initiatives Report and was "Commended" in the category of Strategic/Enterprise Risk Initiative. The Asset Schedule for Insurance purposes will be updated and submitted to Insurer by end December 2021. CIP workbooks - including claims management processes, have been distributed and are due for submission by 31 October 2021.	On Track	
5.6.8.3	Coordinate participation in the Statewide Mutual Continuous Improvement Pathway (CIP) Program.	Submission of completed CIP workbooks to Statewide Mutual	The CIP workbooks for 2021-22 have been issued to the relevant work areas and are due back to Statewide Mutual by 31 October 2021. The CIP Board Funded Initiative selected by Council for this financial year was the business continuity plan scenario testing which occurred in August 2021.	On Track	




5.6.9: Develop and implement organisational innovation and creativity

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.9.1	Identify evidence based opportunities to enable creativity and innovation in local government	Collective impact initiative undertaken, evaluated and showcased.	Working with national organisation, Collaboration for Impact, on a collective impact approach to the Ending Rough Sleeping Byron Shire project, with Council in a "backbone" role for the local initiative.	On Track	


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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.10.1	Complete 2021 LG Performance Excellence Program	Data submitted and report obtained	Phase 1 complete. Phase 2 will be completed once Audited Financial Records are available.	On Track	
5.6.10.2	Maintain the register and provide status reports on corporate legislative compliance reporting and monitor for currency and non-compliance issues.	Compliance register reviewed and updated to reflect legislation changes; status reviewed and non-compliance issues reported to the Executive Team, ARIC and Managers as required	Legislative Compliance Register updated with latest items and new due dates based on the OLG Compliance Calendar. Legislation references updated to reflect latest Act/Regulation changes.	On Track	
5.6.10.3	Provide relevant statistics/business intelligence data to the Executive Team to inform strategic decision-making	Regular reports provided to Managers and Executive Team including grants, risk & insurance, procurement expenditure and customer activity data	Regular monthly and quarterly reports are provided to Managers and the Executive Team to identify trends and inform decision making. This includes grants, risk and audit reviews, insurance, procurement expenditure, compliance, secondary employment and customer activity data. The last ET Monthly Performance meeting was on 8 September 2021 and the agenda included: grants, insurance claims and data, and operational plan actions update. The ET Monthly Performance meeting in October will include a number of quarterly reports for Q1 of this financial year.	On Track	



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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.11.1	Participate in Northern Rivers Joint Organisation (NRJO) forums	Participate in regular NRJO meetings	NRJO GMAC and Board meetings held Friday 24 September 2021. GMAC attended by General Manager. Board meeting attended by General Manager and Mayor.	On Track	



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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.12.1	Coordinate competitive grant applications with Council's business units to meet Federal and State government outcomes	60% of proposed grant applications submitted	No grant applications were submitted in September. Black Summer Bushfire Recovery grant for the repurposing of the old Byron Hospital continued to be prepared for submission, due early October. Two grant applications will also be submitted under the Regional Sport Facility Fund.	On Track	
5.6.12.2	Provide sound governance for grants management	Successful delivery of funding body requirements on grant funded projects	Grant funding openings continued to be impacted by Covid lockdowns. Grant acquittal submitted for NSW Planning Portal. Virtual inspections undertaken for Election Commitment Funding and War Widows Cottage. Election Commitment Funding Milestone 5 report submitted. Monthly Status Progress Reports continue to be submitted to Transport for NSW.	On Track	

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

2020/21 Operational Plan Activities

OP Code	Operational Plan Activity	Measure	Comments	Status	
5.6.13.1	Provide in-house legal advice to the organisation to inform decision making and minimise organisational risk	Deliver monthly legal services status reports	Advice by legal officer in September: GM - 8; DSEE - 7; DCCS - 11; DIS - 13.	On Track	
5.6.13.2	Represent Council's legal interests	Manage litigation to best advance Council's interest	Local Court matters largely adjourned due to lockdowns.	On Track	
5.6.13.3	Manage code of conduct matters	100% of matters dealt with and statutory reporting deadlines met	All Code of Conduct matters have been completed	On Track	