

# **Byron Shire Council**

## **Operational Plan Q4 Report**

### **Delivery Program 6-monthly Report**

**January to June 2020**



# Acknowledgement of Country

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

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

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



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# This document

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

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

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

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

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

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

## Community Objective 1:

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

## Community Objective 2:

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

## Community Objective 3:

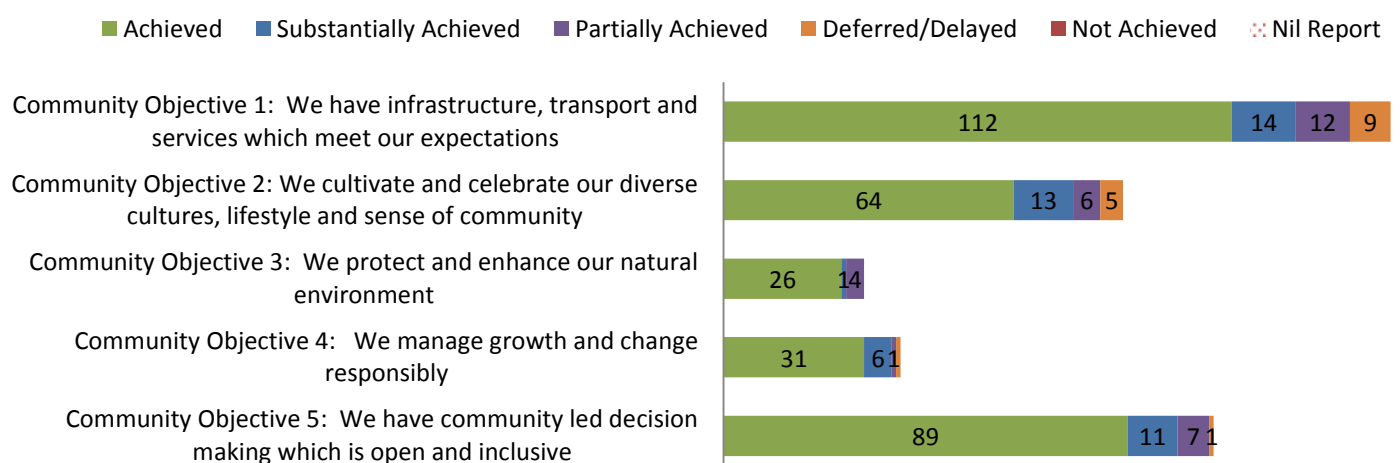
**We protect and enhance our natural environment**

## Community Objective 4:

**We manage growth and change responsibly**

## Community Objective 5:

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



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**COMMUNITY OBJECTIVE 1:**

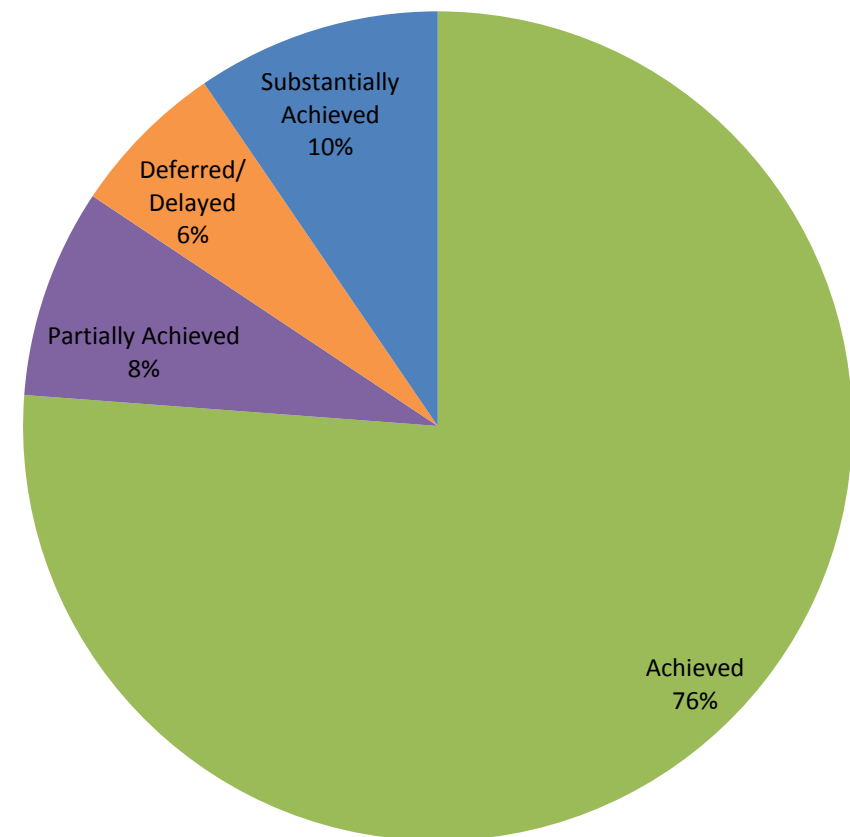
WE HAVE  
INFRASTRUCTURE,  
TRANSPORT AND  
SERVICES WHICH MEET  
OUR EXPECTATIONS

## Community Objective 1:

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

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

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



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

## Highlights

- Road reconstruction work of Byron Bay High School Turnaround Arakwal Court
- Road maintenance - 43 roads from a list of 47 possible road projects were completed
- Road safety improvement works on Main Arm Road complete including widening, linemarking, guardrails and pavement reconstruction

Strategy 1.1

DP Action 1.1.1

Deliver road and drainage maintenance services in line with Community Solutions Panel values (SP)  
**Comment:** The Transport Asset Management Plan (TAMP) incorporates consideration of the infrastructure priorities as defined by the Community Solution Panel. Maintenance programs are all on track with outcomes being reported regularly to the Transport and Infrastructure Advisory Committee.

Operational Plan Activity	Directorate	Measure	Due	Comment	Status
1.1.1.1 Implement rural drainage planned maintenance programs	Infrastructure Services	Requests for maintenance works prioritised and completed	30-Jun-20	Rural drainage works are synchronised with the roads grading and resheeting program. All works completed within approved budget.	Achieved
1.1.1.2 Implement ongoing road planned maintenance programs	Infrastructure Services	Completion of annual programs of work and other requests for maintenance works prioritised and completed	30-Jun-20	Annual works maintenance programs completed within approved budgets allowing for inclusion of prioritised requests from community. eg 43 roads from a list of 47 possible road projects were completed.	Achieved
1.1.1.3 Deliver heavy patching program	Infrastructure Services	Program of work completed	30-Jun-20	Heavy patching program works in tandem with resheeting and AC overlay programs in order to improve pavements prior to sealing larger expanses of roadway. The intersection of Coolamon Scenic Drive and Myocum Road is one	Achieved



Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
				example of our heavy patching works. All works completed within approved budget..		
1.1.1.4	Deliver road reconstruction work on the Pocket Road Stage 1 (Ch 1,790 - 2,810)	Infrastructure Services	Project completed	30-Jun-20	Road reconstruction project completed in accordance with funding agreement. Sections of guardrail also installed as part of works.	Achieved
1.1.1.5	Design road reconstruction of the Pocket Road Stage 2 (Ch 2,810 - 3,690)	Infrastructure Services	Design completed	30-Jun-20	Works funded under Election Commitment funding arrangements. Design and planning is progressing well and grant deadlines are being met. Completion date is now in line with grant deadlines for completion in 20/21 FY.	Achieved
1.1.1.6	Design road reconstruction of the Myocum Road (segments between Ch 0 - 9,690)	Infrastructure Services	Design completed	30-Jun-20	Survey complete. Geotech investigation programmed and concept design to proceed in July 2020. All on program to funding milestones for 20/21.	Partially Achieved
1.1.1.7	Deliver road reconstruction work on the Bangalow Road (Ch 7,540 - 8,490)	Infrastructure Services	Project completed	30-Jun-20	Detailed design reaching completion. Project delayed until Byron Creek Bridge is completed, meaning works will take place in next financial year.	Deferred/ Delayed
1.1.1.8	Deliver guardrail replacements throughout the Shire	Infrastructure Services	Program of works completed	30-Jun-20	Works for this program were delayed pending outcome of financial impacts from COVID-19 19 and natural disasters. Works identified that for this year only, the program should be deferred and allocated budget used to cover additional non-budgeted expenditure required to fulfil Council's requirement to assist with funding natural disaster recovery works.	Deferred/ Delayed
1.1.1.9	Deliver road reconstruction work on Bangalow Rd at Tinderbox Rd Talofa (Safer Roads)	Infrastructure Services	Project completed	30-Jun-20	Works on ground complete in accordance with grant and scope. Road works to improve safety at railway bridge in consultation with TfNSW.	Achieved
1.1.1.10	Deliver road reconstruction work of Byron Bay High School Turnaround Arakwal Court	Infrastructure Services	Project completed	30-Jan-20	All works complete on time (during school holidays) and within budget, representing a win for Council, both schools, the Department of Education and local road users as traffic impacts were minimised. Vegetation, land boundary and	Achieved



Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
				contract close-out to be completed. Further information available <a href="#">online</a> .		
1.1.1.11	Design road reconstruction for Ruskin Street (Ch 440 - 660)	Infrastructure Services	Design completed	30-Jun-20	Reconstruction has been completed using Election Commitment Funds. Additional design works identified to resolve parking safety concerns is at 80%.	Achieved
1.1.1.12	Design road reconstruction for Massinger Street (Ch 0 - 255)	Infrastructure Services	Design completed	30-Jun-20	All design works completed and reconstruction completed under election commitment funding	Achieved
1.1.1.13	Design road reconstruction for Middleton Street (Ch 0 - 130)	Infrastructure Services	Design completed	30-Jun-20	All design works completed and reconstruction completed under election commitment funding	Achieved
1.1.1.14	Undertake gravel resheeting program	Infrastructure Services	Program of work completed	30-Jun-20	Resheeting works are undertaken in combination with grading operations where deemed necessary to bring the entire road length to consistent standard. All works completed within approved budget.	Achieved

DP Action  
1.1.2

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

**Comment:** Laser condition data has been used to update detailed modelling that has informed the comprehensive renewal program.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
1.1.2.1	Review Infrastructure Services Risk Management Plan to include access considerations	Infrastructure Services	Plan reviewed and approved; and includes access considerations	31-Mar-20	Review commenced, all teams within Infrastructure Services to provide comments prior to reporting for adoption.	Partially Achieved
1.1.2.2	Undertake highest priority works within approved budgets	Infrastructure Services	Requests for maintenance works prioritised and completed	30-Jun-20	All works completed within approved budget.	Achieved
1.1.2.3	Refine risk based methodologies and predictive modelling to strategically prioritise maintenance and renewal of infrastructure	Infrastructure Services	Review and report risk matrix for high risk assets annually to the Transport and Infrastructure Advisory Committee	30-Jun-20	Detailed risk assessment included in the annual bridge inspections. Risk assessments completed of Open Space assets as part of the development of the Open Space Asset Management Plan.	Achieved
1.1.2.4	Undertake general bridge inspection to identify and prioritise scheduled replacement and renewal of bridge components	Infrastructure Services	Completion of annual inspection program and capital works renewal program Prioritised program implemented	30-Jun-20	Commenced and ongoing in accordance with adopted schedules and budgets. Currently developing 20/21 bridge program.	Achieved
1.1.2.5	Undertake the transport infrastructure revaluation	Infrastructure Services	Complete the revaluation	30-Jun-20	Following extensive condition assessments, whole of life assessments and unit rates, this work has now been completed.	Achieved
1.1.2.6	Urban roadside tree maintenance	Infrastructure Services	Funds expended on priority dead, dying, dangerous trees	30-Jun-20	Roadside tree assessments for priority dead, dying and dangerous trees.	Achieved

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

**Comment:** Reseal programmed works complete to approved budget along with extended roads program works

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
1.1.3.1	Implement asset renewal projects for road reseals	Infrastructure Services	Program of work completed	30-Jun-20	Reseal programmed works complete to approved budget along with extended roads program works from Election Commitment funding	Achieved
1.1.3.2	Main Arm Road Curve Improvement, Main Arm	Infrastructure Services	Program of work completed	30-Jun-20	Road safety improvement works on ground complete including widening, linemarking, guardrails and pavement reconstruction. Safer Road Program grant fully claimed and approved by TfNSW.	Achieved
1.1.3.3	Road works safety improvements on 16.5km section of Coolamon Scenic Drive, Coorabell	Infrastructure Services	Project completed	30-Jun-20	Project spans 2 financial years. On ground works completed to meet 19/20 milestones. Project on track and expected completion late Sept/early Oct as per grant deadlines and agreed milestones.	Achieved
1.1.3.4	Road works safety improvements on 8.02km section of Bangalow Road, Byron Bay	Infrastructure Services	Project completed	30-Jun-20	Detailed design reaching completion. Project delayed until Byron Creek Bridge is completed, works will take place in next financial year. Grant deadlines and agreed milestones are being met.	Substantially Achieved
1.1.3.5	Upgrade access ramps and footpaths	Infrastructure Services	Access ramps and footpaths upgraded, in conjunction with planned capital projects or footpath renewal program, to leverage these works and improve DIAP access for community.	30-Jun-20	All works completed within approved budget. A total of 77 footpath and 22 ramp improvements works were carried out this financial year.	Achieved
1.1.3.6	Replacement of damaged Kerb and Gutter Shire Wide as per inspection Report	Infrastructure Services	Program of works completed	30-Jun-20	All works completed within approved budget in combination with capital works projects such as the Suffolk Park to Byron Bay cycleway	Achieved

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
1.1.3.7	Replacement of damaged Footpaths Shire Wide as per inspection Report	Infrastructure Services	Program of works completed	30-Jun-20	All works completed within approved budget. 39 projects from a list of 40 possible projects were completed	Achieved
1.1.3.8	Renewal of South Arm Bridge	Infrastructure Services	Project completed	30-Jun-20	Works well underway on site and proceeding well to completion as per planned deadlines following delayed start to construction from environmental issues management.	Substantially Achieved
1.1.3.9	Renewal of Byron Creek Bridge	Infrastructure Services	Project completed	30-Jun-20	Works carries over 2 financial year period and are well underway on site and proceeding to completion as per planned deadlines. Piling works nearing completion with expected project completion end of September	Partially Achieved
1.1.3.10	Replace causeway on Repentance Creek Road	Infrastructure Services	Project completed	30-Jun-20	Works underway on site and proceeding well. Abutments in place and completion as per planned deadline Sept 2020.	Substantially Achieved
1.1.3.11	Replacement of Upper Wilsons Creek #10 causeway	Infrastructure Services	Project completed	30-Jun-20	Despite numerous project setbacks due to fire, flood and COVID-19 completion was achieved by end of June 2020.	Achieved
1.1.3.12	Replacement of Gittoes Lane Causeway	Infrastructure Services	Project completed	30-Jun-20	Project complete and within budget - a safe, fish-friendly modular bridge was designed and constructed to replace the degraded causeway representing a win for local residents and the ecology of the area.	Achieved
1.1.3.13	Replacement of Blackbean Road Causeway	Infrastructure Services	Project completed	30-Jun-20	Challenging construction conditions resulted in works taking longer than planned - project successfully completed in May 2020 to approved budget.	Achieved
1.1.3.14	Tweed Valley Way Rural Major Culvert Replacement	Infrastructure Services	Project completed	30-Jun-20	Project complete and approximately \$40,000 under budget. <ul style="list-style-type: none"> <li>• Project total cost was \$387,000 (Design, construction and management)</li> <li>• Construction was completed in 6 weeks</li> <li>• Councils worst condition major culvert</li> </ul>	Achieved

Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
				asset has now been removed from Council's risk register.		
1.1.3.16	Deliver bridge renewal on Main Arm Rd Causeway #7	Infrastructure Services	Project completed	30-Jun-20	Project Approval Package complete - ready to be signed. Works on ground to commence in FY20/21. A safe, fish-friendly modular bridge has been purchased and will be installed to replace the degraded causeway during the upcoming drier months.	Partially Achieved
1.1.3.17	Deliver bridge renewal on Main Arm Rd Causeway #12	Infrastructure Services	Project completed	30-Jun-20	Project Approval Package complete - ready to be signed. Works on ground to commence in FY20/21. A safe, fish-friendly modular bridge has been purchased and will be installed to replace the degraded causeway during the upcoming drier months.	Partially Achieved
1.1.3.18	Deliver bridge renewal on Main Arm Rd Causeway #14	Infrastructure Services	Project completed	30-Jun-20	Project Approval Package complete - ready to be signed. Works on ground to commence in FY20/21. A safe, fish-friendly modular bridge has been purchased and will be installed to replace the degraded causeway during the upcoming drier months.	Partially Achieved
1.1.3.1	Implement asset renewal projects for road reseals	Infrastructure Services	Program of work completed	30-Jun-20	Reseal programmed works complete to approved budget along with extended roads program works from Election Commitment funding	Achieved



**Strategy 1.1** **DP Action 1.1.4** Develop road network new works program in line with Community Solutions Panel values/principles (SP)  
**Comment:** All works completed and under budget.

Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
1.1.4.1	Upgrade Jonson St post office footpath crossing	Infrastructure Services	Project completed	30-Jun-20	All works completed and under budget. Project well supported by local businesses for the standard of work and effort taken to minimise impacts on business operations	Achieved

**Strategy 1.1** **DP Action 1.1.5** Deliver road network new works program  
**Comment:** The Bypass is part of the new road works program and on track.

Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
1.1.5.1	Continue construction of the Byron Bay Bypass	Infrastructure Services	Approved program of work completed	30-Jun-20	All stages 1-4 are being progressed and the project remains on track for completion by the end of 2020.	Achieved
1.1.5.2	REPAIR Project - Ewingsdale Road	Infrastructure Services	Project completed	30-Jun-20	A program of heavy patching, AC overlay and line marking was completed for Ewingsdale Road from Bayshore Drive Quarry Lane.	Achieved

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

**Comment:** Works projects have been completed in accordance with plan.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
1.1.6.1	Review 10 year stormwater levy program	Infrastructure Services	Plan reviewed annually	28-Feb-20	Plan reviewed annually and reflected in draft budget preparation process. Review to continue for future budgets.	Achieved
1.1.6.2	Implement stormwater levy projects	Infrastructure Services	Projects completed	30-Jun-20	All on ground works complete as per program on Phillip Street, South Golden Beach. Designs prepared for 20/21 works program delivery.	Achieved
1.1.6.3	Implement urban drainage maintenance program	Infrastructure Services	Adopted program implemented into WaterOutlook and reported	30-Jun-20	Adopted program was implemented into WaterOutlook. 55% of annual urban drainage maintenance tasks completed to June 2020 up from 13% at the beginning of the fiscal year. Task completed would have been higher but was restricted due to significant flood event in early 2020.	Achieved
1.1.6.4	44 Kingsley Lane - Kerb and Gutter to prevent property flooding at a number of properties	Infrastructure Services	Project completed	30-Jun-20	Project spans two years. Design year one, build year 2. Detail design complete and Project Approval Package complete. On ground works budgeted and planned for delivery in 20/21.	Achieved
1.1.6.5	Design works for drainage upgrades to 18 Old Bangalow Road - pipe open drain to reserve	Infrastructure Services	Design completed	30-Jun-20	Project spans two years. Design year one, build year 2. Detail design complete and Project Approval Package complete. On ground works budgeted and planned for delivery in 20/21.	Achieved
1.1.6.6	Design works for drainage upgrades to South Golden Beach Street Drainage - Pacific Esplanade	Infrastructure Services	Design completed	30-Jun-20	Project spans two years. Design year one, build year 2. Detail design complete and Project Approval Package complete. On ground works budgeted and planned for delivery in 20/21.	Achieved
1.1.6.7	South Golden Beach Street Drainage Upgrade - Phillip Street	Infrastructure Services	Project completed	30-Jun-20	All on ground works complete as per program on Phillip Street, South Golden Beach. Works included Water Sensitive Urban Design Outcomes as per Council Policy and Strategy.	Achieved

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
1.1.6.8	Design works for drainage upgrades to 30/32 Rajah Road Overland Flow Path	Infrastructure Services	Design completed	30-Jun-20	Detail design complete and Project Approval Package complete. On ground works to be programmed as budget permits.	Achieved
1.1.6.9	Design works for drainage upgrades to Studal Lane	Infrastructure Services	Design completed	30-Jun-20	Survey complete. Design to commence FY20/21. Design was delayed due to internal design resources required to complete higher priority grant funded works.	Partially Achieved
1.1.6.10	Development of Belongil Creek Catchment Management Plan	Infrastructure Services	Completion of the management plan	30-Jun-20	CMP is to commence in 20/21. Belongil Entrance Opening Strategy adopted. Belongil Issues Study adopted. Council report resolving direction (20/040) for CMP completed and project is now planned for commencement, once DPIE grant funding secured. Resolution <b>18-617</b> .	Deferred/ Delayed
1.1.6.11	Extend South Golden Beach Flood Pump inlet screen	Infrastructure Services	Completion of inlet screen works	30-Jun-20	Inlet Screen is designed and under construction. Completion expected late July 2020. Resolution <b>18-650</b> .	Substantially Achieved
1.1.6.12	South Golden Beach Flood Pump variable speed drive and modifications	Infrastructure Services	Project completed	30-Jun-20	Installation of equipment has been designed and installed, with commissioning occurring in August 2020. Resolution <b>18-650</b> .	Achieved

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

## Highlights

- The development of concept plans and securing of funding for the Byron Bay Skate Park and Recreation Hub at Sandhills Estate has furthered Council's plans to transform this space into a multi-generational, accessible community space.
- \$2.1m upgrade at Railway Park was completed in November 2019 after 18 months of intensive design work and community consultation.

Strategy 1.2

**DP Action 1.2.1** Deliver infrastructure maintenance services in line with Community Solutions Panel values (SP)  
**Comment:** Planned maintenance activities completed.

Operational Plan Activity	Directorate	Measure	Due	Comment	Status
1.2.1.1	This activity was removed in the Q1 amendments as it was a duplicate				
1.2.1.2	Infrastructure Services	>80% completion on planned maintenance activities in program	30-Jun-20	62% Planned maintenance achieved for all operational areas for June with a yearly monthly average of 61% for 2020	Substantially Achieved
1.2.1.3	Infrastructure Services	>80% completion on planned maintenance activities in program	30-Jun-20	Planned maintenance delivered across Resource Recovery public infrastructure by Open Space teams.	Achieved

Strategy  
1.2

DP Action  
1.2.2

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

**Comment:** Asset Management Plan adopted.

Operational Plan Activity	Directorate	Measure	Due	Comment	Status
1.2.2.1 Prepare an Open Space Asset Management Plan	Infrastructure Services	Draft presented to Council for adoption	30-Jun-20	Open Space Asset Management Plan completed and adopted by Council. Key findings included that the majority of Open Space assets are in an excellent to fair condition but that community expectation of open spaces assets, in particular the pools and sports fields is higher than current budgets can afford over the Long Term Financial Plan.	Achieved

Strategy  
1.2

DP Action  
1.2.3

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

**Comment:** Capital Works Program continues to be developed in line with the Community Solution Panel values.

Operational Plan Activity	Directorate	Measure	Due	Comment	Status
1.2.3.1 Prepare a new works 10 year program that is aligned to an adopted Recreational Needs Assessment and Solutions Panel values	Infrastructure Services	Program adopted	30-Jun-20	Open Space and Recreation Needs assessment and action plan adopted 18 December 2018 Res 18-843. Short, medium and long term actions considered during annual budget preparation for adoption.	Achieved



DP Action  
1.2.4

Provide active and passive recreational Community space that is accessible and inclusive for all (SP)  
**Comment:** Accessibility included as a key consideration in capital works and renewals programs and delivered as opportunity arises. An audit of beaches was carried out and a priority plan developed; beach access maintenance completed as required.

Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
1.2.4.1	Deliver adopted projects from the beach accessibility program	Infrastructure Services	Beach accessibility program completed and ongoing maintenance plans established through ongoing consultation with the Access Consultative Working Group	30-Jun-20	Adopted beach accessibility priorities have been adopted Res 18-221 (Clarkes, Torakina, Main Beach). Clarkes completed 2019. Torakina accessible path and mobi Matt being delivered by Reflections as land manager. Main Beach accessibility to be designed and delivered as part of the Jonson Street Protection works project.	Achieved
1.2.4.2	Develop Public Open Space accessibility program	Infrastructure Services	Draft Public Open Space accessibility program presented to Council for adoption and ongoing consultation with the Access Consultative Working Group	30-Jun-20	Accessibility criteria and standards are assessed along with CPTED and SID for all renewal and capital work programs. Process needs to be formalised in alignment with the Open Space Asset Management Plan, to be presented to Council by September 2020.	Substantially Achieved
1.2.4.3	Deliver Stage 1 of a Public Open Space Accessibility Program	Infrastructure Services	Projects that meet Public Open Space Accessibility Program Criteria completed and ongoing consultation with the Access Consultative Working Group	30-Jun-20	Accessibility assessment consideration in Open Space capital works and renewals programs and delivered as opportunities arise. Accessibility deliverables through design considerations for projects, eg Railway Park redevelopment, Waterlilly Playscape, Bangalow Playscape, Clarks beach infrastructure renewals.	Achieved
1.2.4.4	Investigate funding opportunities for the development of the <a href="#">Byron Skate Park and Recreation Hub</a>	General Manager Office	Funding secured for future project delivery	30-Jun-20	Funding secured - detailed design underway. Resolution <b>18-542</b> .	Achieved
1.2.4.5	Undertake design work for skate park	General Manager Office	Concept plans developed	30-Jun-20	Concept Plans endorsed March 2020. Detailed design underway	Achieved

Operational Plan Activity	Directorate	Measure	Due	Comment	Status
1.2.4.6	Review beach entry points and develop action plan	Infrastructure Services	Access points reviewed and action plan developed	30-Jun-20 Audit of patrolled beaches carried out and reviewed against April 2018 report. Priority areas of Main Beach Clarkes Beach and Brunswick Heads remain the same. Installation of accessible pathways at Torikina will address the Brunswick requirement within the next six months. Upgrades to Main Beach access to be delivered within Jonson Street protection works. Clarkes Beach access suffered catastrophic failure due to changing beach conditions and the location and style of the access point will be subject to future review.	Achieved

DP Action  
1.2.5

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

**Comment:** A detailed Building Asset Management Plan has been developed and adopted by Council.

Operational Plan Activity	Directorate	Measure	Due	Comment	Status
1.2.5.1 Complete the Open Space Asset Management Plan incorporating Disability Inclusion Action Plan objectives	Infrastructure Services	Complete the Open Space AMP with accessibility assessment	30-Jun-20	The OSAMP has been completed and is being reported to the June meeting of Council for adoption.	Achieved
1.2.5.2 Seek grant opportunities for the Ocean Shores Community Centre upgrade	Infrastructure Services	Submit grant applications for this project	30-Jun-20	Grant funding has been secured such that the project can progress in 20/21.	Achieved
1.2.5.3 Finalise public land tenure matters for Byron Bay Pool	General Manager Office	Crown/Council land boundary adjustment finalised	30-Jun-20	Unanticipated development consent conditions satisfied and subdivision certification application lodged, which is final step prior to registration of the boundary adjustment.	Substantially Achieved
1.2.5.4 Byron Bay utility Pool improvements	Infrastructure Services	Improvements delivered, services separated	30-Jun-20	Long term project in line with the current Contract for service arrangements. This project will span a number of Operational Plans.	Achieved
1.2.5.5 Mullumbimby Pool Park Playground renewal	Infrastructure Services	Project completed	30-Jun-20	Removal completed -- low order park with very low usage	Achieved
1.2.5.6 Deliver maintenance works programs for inclusive swimming pools	Infrastructure Services	>80% maintenance program completed to continue accessibility provisions at both pool locations	30-Jun-20	Annual routine maintenance undertaken during season closure.	Achieved
1.2.5.7 Manage Surf Life Saving Contract for patrolled areas	Infrastructure Services	Service program delivered	30-Jun-20	Ongoing contract management being delivered in accordance with contract. New coastal hazard assessments have commenced which are funded by the office of emergency management.	Achieved
1.2.5.8 Provide in-kind support in preparing a capital project that improves accessibility and long term financial sustainability of the Petria Thomas Pool facility	Infrastructure Services	Project identified and project plan for improved accessibility	30-Jun-20	In kind support provided by Manager OS &RR time. Budget being sort for feasibility study. Res 20-340	Achieved

DP Action  
1.2.6

Optimise Council's property portfolio (SP)

**Comment:** Council has progressed a number of key initiatives to optimise Council's property portfolio, as outlined in the activities below. The development of Lot 12 Bayshore Drive Byron Bay and Lot 22 Mullumbimby has progressed and there has been further consideration of Tyagarh Airfield Included as an action in Business and Industrial land Strategy.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
1.2.6.1	Progress Lot 12 Bayshore Drive Byron Bay remediation works in accordance with Byron Arts and Industry Precinct Plan	Infrastructure Services	Program of work completed	30-Jun-20	Remediation works program completed in 2017. Council have continued to consider future use of this site. Next stage of works included in the 20/21 Operational Plan.	Achieved
1.2.6.2	Lot 102 Depot Relocation investigation	Infrastructure Services	Complete the feasibility assessment	30-Jun-20	Review and assessment report completed by consultant.	Achieved
1.2.6.3	Purchase of land access for Lot 4 Mullumbimby	Infrastructure Services	Land purchase completed	30-Jun-20	Detailed work continuing with TfNSW. Valuation completed and awaiting advice on the next step which has been delayed with COVID-19. Report being consider by TfNSW.	Substantially Achieved
1.2.6.4	Progress the future use of Fletcher / Lawson Street Byron Bay redevelopment	Infrastructure Services	Complete a future use plan	30-Jun-20	Council has resolved to establish a Homeless centre at the property	Achieved
1.2.6.5	Manage contracts for operation of First Sun and Suffolk Park Holiday Parks	Infrastructure Services	Caravan parks operating 365 days	30-Jun-20	Being managed in accordance with contract and amended contract for caretaker mode under COVID-19 Restrictions as per Health Orders as amended.	Achieved
1.2.6.6	Undertake improvements at First Sun Holiday Park	Infrastructure Services	Completed program of works for 19/20	30-Jun-20	Facilities upgrades, safari tent renewals and general repairs and renewal of park infrastructure completed.	Achieved
1.2.6.7	Undertake improvements at Suffolk Park Holiday Park	Infrastructure Services	Completed program of works for 19/20	30-Jun-20	Amenities renewed and general repairs and renewals of park infrastructure completed.	Achieved

Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
1.2.6.8	Manage leases and contracts at Tyagarah Airfield	Infrastructure Services	Achieve 100% of lease income	30-Jun-20	Increased capture of airfield users and ongoing improvements. Fee and rent reprieve being applied as per Res.	Achieved
1.2.6.9	Tyagarah Airfield assessment and development	Sustainable Environment and Economy	Reported to Council	30-Jun-20	Reported in line with Business and Industrial Strategy.	Achieved



## Strategy 1.2

### DP Action 1.2.7

Implement identified projects of the Byron Bay Town Centre Master Plan

**Comment:** The [Byron Bay Town Centre Master Plan](#) identifies key actions and critical sites within Byron Bay for protection, improvement, enhancement and consideration. The Byron Masterplan Guidance Group identified Railway Park as the first 'catalyst site' to be upgraded as per the masterplan, and this \$2.1m upgrade was completed in November 2019 after 18 months of intensive design work and community consultation. The next projects being rolled out from the Masterplan in 2020-21 are the Byron rail corridor restoration and the creation of a skate park and recreation hub at the Sandhills Estate.

	Operational Plan Activity	Directorate	Measure	Due	Comment	Status
1.2.7.1	Byron Bay Town Centre Masterplan Projects	General Manager Office	Budget allocated to priority projects from Byron Bay Town Centre Masterplan	30-Jun-20	Projects identified and funding allocated.	Achieved
1.2.7.2	Develop concept plans for the upgrade of Byron Bay foreshore (action from Byron Bay Town Centre Masterplan)	General Manager Office	Adoption of two concept plans for the space	30-Jun-20	Pushed back to 2020/21 financial year to align with Main Beach Shoreline Project concept design process.	Deferred/Delayed
1.2.7.3	Undertake landscaping works in Byron rail corridor (action from Byron Bay Town Centre Masterplan)	General Manager Office	Landscaping works completed within set budget	30-Jun-20	Delay in detailed design process. Landscaping works will be completed in 2020-21 financial year.	Deferred/Delayed
1.2.7.4	Develop concept plans for the future use and management of Butler Street Reserve (action from Byron Bay Town Centre Masterplan)	General Manager Office	Adoption of concept plan for the reserve	30-Jun-20	Deferred by Council Resolution <b>20-189</b> , requiring more work on the traffic management. Site investigations to meet EPA requirements ongoing - development of concept plans not able to begin until EPA has endorsed an Environmental Management Plan for the site.	Deferred/Delayed
1.2.7.5	Railway Park Precinct development	General Manager Office	Works completed	30-Jun-20	The <a href="#">Railway Park Precinct</a> development was completed. The park was upgraded with new children's playground and boardwalk through the Cottonwood trees. Eleven Indigenous artworks were also sand-blasted into the paths in the park.	Achieved

## Strategy 1.2

### DP Action 1.2.8

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

**Comment:** Strategic Asset Management Plan developed with ongoing collaboration with community and stakeholders in relation to capital upgrades, renewals and enhancements works based on building audit data and condition reports. The renewal and upgrade of priority sports capital works and programmed renewal of public toilet facilities were also delivered.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
1.2.8.1	Consult with user groups to establish user agreements, leases, licenses and Plans of Management	Infrastructure Services	At least 6 User agreements reviews/implemented per annum	30-Jun-20	Continual consultation with sports user groups (part time Sports liaison Officer included within Open Space). Significant level of consultation with user groups due to Covid-19 restrictions.	Achieved
1.2.8.2	Sporting Infrastructure Renewal (Shire wide)	Infrastructure Services	Deliver program	30-Jun-20	SRV Funds were fully expended on Byron Tennis Court Lights - regulator (NSP notice received and complied with)	Achieved
1.2.8.3	Develop program of works for Public Toilet improvements	Infrastructure Services	Deliver 100% of capital upgrades, renewals, and enhancements that trigger safety and compliance defects	30-Jun-20	Replacement of public toilets at South Golden Beach completed. Replacement of Federal public toilets 98% completed, with works scheduled for completion in August. Replacement of Gaggin Park toilets being progressed.	Substantially Achieved
1.2.8.4	Internal refurbishment of the Lone Goat Gallery funded through the Stronger Country Communities program	Corporate and Community Services	Capital improvement completed	3-May-20	Completed, acquittal report submitted.	Achieved
1.2.8.5	Improve the current space at Mullumbimby War Widow's Cottage for youth activities funded through the Stronger Country Communities program	Corporate and Community Services	Capital improvement completed	1-Jun-20	Project on-hold awaiting advice from Crown Lands about project progression.	Deferred/ Delayed

Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
1.2.8.6	Improvements to the Machinery Shed at the Mullumbimby Museum buildings funded through the Stronger Country Communities program	Corporate and Community Services	Capital improvement completed	9-Mar-20	Completed. Project opened 19-10-19	Achieved

**Strategy 1.2**

**DP Action 1.2.9**

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

**Comment:** Defined levels of service for public toilet facilities undertaken.

	Operational Plan Activity	Directorate	Measure	Due	Comment	Status
1.2.9.1	Deliver upgrade program for access compliant toilets in consultation with Plan of Management for each facility	Infrastructure Services	Yearly program complete. # and location of access standards compliant toilets	30-Jun-20	Accessible toilets installed at South Golden Beach and Federal Parklands.	Achieved
1.2.9.2	Review public toilet level of service including disabled accessibility	Infrastructure Services	Review reported to Council	30-Jun-20	Levels of service that match available cleaning and maintenance budgets prepared contract now in place (also refer to Asset Management Plan levels of service)	Achieved

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

## Highlights

- [Pedestrian Access Mobility Plan \(PAMP\)](#) finalised and endorsed

Strategy  
1.3

DP Action  
1.3.1

Ensure an integrated and accessible transport network (SP)

**Comment:** Development of key plans and strategies in relation to transport infrastructure, including the adoption of an Integrated Transport and Movement Plan (ITMP), Bike Plan, and Pedestrian and Access Mobility Plan (PAMP) ensures the transport system is fit for purpose. Each of these plans involved community engagement and working with committees and other agencies to deliver the best outcome for the community.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
1.3.1.1	Prepare an Integrated Transport and Movement Plan (ITMP)	Infrastructure Services	Plan adopted	30-Nov-20	It is planned to take the amended draft report layout to the July TIAC meeting, prior to exhibition and adoption October 2020.	Substantially Achieved
1.3.1.2	Update key road traffic plans to manage future traffic demands	Infrastructure Services	Plans updated	30-Jun-20	Staff continue to work with Transport for NSW on modelling and options study for upgrades to MR545	Achieved
1.3.1.3	Update Bike Plan and Pedestrian and Access Mobility Plan (PAMP)	Infrastructure Services	Plans completed. PAMP provides high level plan and directions for DIAP requirements across the LGA.	30-Sep-20	Complete. PAMP and Bike Plan have been finalised and endorsed, with both plans and projects available on Council's webpage via an interactive map.	Achieved
1.3.1.4	Apply annually to NSW State Government through RMS for Bike Facilities Grants	Infrastructure Services	Grant applications submitted annually	30-Nov-20	Complete. Council has received funding of \$999,998 from Transport NSW for the Byron to Suffolk Park cycleway. The finalisation of the project has been included in the 2020/21 Operational Plan.	Achieved
1.3.1.5	Plan and deliver prioritised Pedestrian and Access Mobility Plan (PAMP) facilities	Infrastructure Services	Program of work completed. # and list of accessible facilities delivered in	30-Jun-20	PAMP has been finalised and endorsed, with plans and projects available on Council's webpage via an interactive map. Works program developed. Completed works include refuges in Tweed St	Achieved

Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
		PAMP		Brunswick Heads, and Suffolk Park Cycleway, Arakwal Court crossing, Jonson Street crossing and Bangalow School crossing.		
1.3.1.6	Support the Byron Bay Bus Interchange in partnership with Transport for NSW	Infrastructure Services	Project progressed in accordance with approvals	30-Jun-20	TfNSW is delivering the work on the Interchange and the adjoining carparks.	Achieved
1.3.1.7	Install cycle racks at various locations in Mullumbimby	Infrastructure Services	Cycle racks installed	30-Jun-20	In consultation with Mullumbimby Chamber of Commerce bespoke designed bike racks were installed at 4 locations in Mullumbimby namely at Santos and the Newsagency in Stuart St, the Post Office in Dalley St and the NAB in Burringbar St.	Achieved
1.3.1.8	Cycleway - Bangalow Rd/Broken Head Rd	Infrastructure Services	Project completed	30-Jun-20	The cycleway project has received funding from TfNSW and the Election Commitment funding arrangements for works to be carried out over several years. Works on ground have been completed in accordance with funding milestones for 19/20 FY.	Achieved
1.3.1.9	Ewingsdale Road Shared path from Island Quarry to Bayshore Drive	Infrastructure Services	Project completed	30-Jun-20	Shared Path design complete and ready for construction. Works delayed due budget reductions during 2019/20.	Partially Achieved

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

## Highlights

- Compliance with all NSW Environmental Protection Licences
- [Integrated Waste Management and Resource Recovery Strategy](#) adopted (resolution **20-228**)

Strategy	1.4	DP Action	Implement Integrated Waste Management and Resource Recovery Strategy			
		1.4.1	<b>Comment:</b> Integrated Waste Management and Resource Recovery Strategy adopted by Council (resolution <b>20-228</b> )			

Operational Plan Activity	Directorate	Measure	Due	Comment	Status
1.4.1.1	Infrastructure Services	2019/20 action plan program implemented	30-Jun-20	<a href="#">Integrated Waste and Resource Recovery Strategy</a> adopted by Council at the May 2020 meeting. Activities within the 19/20 action plan commenced.	Substantially Achieved

Strategy	1.4	DP Action	Provide waste and resource recovery services			
		1.4.2	<b>Comment:</b> Ongoing provision of waste and resource recovery service is provided in accordance with KPIs.			

Operational Plan Activity	Directorate	Measure	Due	Comment	Status
1.4.2.1	Infrastructure Services	Contractor KPIs maintained	30-Jun-20	Monthly KPI reports and meetings held in accordance with Collection Contract.	Achieved



Participate in regional waste management programs and initiatives  
**Comment:** Council continues to be an active member of the North East Regional Waste Management Group and is involved in the established Regional Waste Working Group.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
1.4.3.1	Maintain membership and participation in the North East Waste regional waste management group	Infrastructure Services	Membership maintained, attendance at bi-monthly meetings and participation in regional programs	30-Jun-20	Membership maintained and quarterly meetings attended.	Achieved
1.4.3.2	Lead the progression of a regional alternative waste treatment facility project	Infrastructure Services	Agreement between NRJO Councils to progress to a detailed feasibility study for a regional alternative waste to energy treatment facility	30-Jun-20	Agreement made between NRJO Councils, Consultant engaged to undertake feasibility study for North Coast region NRJO plus additional LGA's.	Achieved

Ensure facilities and services meet statutory requirements  
**Comment:** All statutory requirements have been complied with, including completion of annual EPL Returns.

Operational Plan Activity	Directorate	Measure	Due	Comment	Status
1.4.4.1 Maintain compliance with NSW Environmental Protection Licences for the Byron Resource Recovery Centre and Myocum Landfill	Infrastructure Services	Compliance with licence conditions	30-Jun-20	EPL 13127 (Resource Recovery) - annual return submitted and noise impact assessment (NIA) conducted and reported to NSW EPA at their request on 31 March 2020.	Achieved
1.4.4.2 Maintain compliance with the NSW Protection of the Environment Operations (Waste) Regulation 2014	Infrastructure Services	Compliance with regulation	30-Jun-20	EPL 6057 (Landfill) submitted 1 November.	Achieved
1.4.4.3 Maintain compliance with the Federal Government's Emissions Reduction Fund contract conditions for the Myocum Landfill Gas Carbon Farming Initiative Project	Infrastructure Services	Delivery of required volume of Australian Carbon Credit Units to meet Emission Reduction Fund Contact requirements	30-Jun-20	Report submitted to the Clean Energy Regulator May 2020 for the abatement achieved by the ERF project for the reporting period 1/04/2019 and 31/03/2020 and applied for a certificate of entitlement for Australian Carbon Credit Units (ACCUs).	Achieved
1.4.4.4 Development of plans for Myocum Quarry Resource Recovery Facility	Infrastructure Services	Develop plan for Myocum Quarry Resource Recovery Facility	30-Jun-20	Deferred pending outcome of North Coast Region Waste Investment Report.	Deferred/ Delayed
1.4.4.5 Develop Landfill Closure and Integrated Water Management Plan	Infrastructure Services	Shovel ready plan for landfill closure	30-Jun-20	Consultancies engaged and project commenced for EPA approved plan and design for landfill cell capping and leachate treatment projects. Projects delayed due to COVID-19 restrictions and additional testing requirements. Due for completion early 2020/21.	Substantially Achieved
1.4.4.6 Upgrade of public dog-poop bag dispenser network	Infrastructure Services	New dispensers installed at strategic locations across the Shire	30-Jun-20	Upgrade complete. Ongoing servicing and replenishing of bags occurring under contract.	Achieved

Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
1.4.4.7	New toilet and office amenities at the BRRC	Infrastructure Services	Project completed	30-Jun-20	Deferral due to other projects requiring completion prior to commencement of this project.	Deferred/ Delayed
1.4.4.8	Dingo Lane, Myocum Solar Farm Project	Infrastructure Services	Project completed	30-Jun-20	2019/20 project activities delivered on time and budget in accordance with revised schedule as per resolution <b>19-590</b> . Project ready for Council determination to proceed in September 2020 in accordance with project milestones	Achieved

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

## Highlights

- Installation of solar systems at the Sewerage Treatment Plants
- Compliance with all NSW Environmental Protection Licences

Strategy 1.5

DP Action 1.5.1

Increase the energy efficiency of Sewerage Treatment Plants

**Comment:** Installation of solar the the Sewerage Treatment Plants have been completed.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
1.5.1.1	Energy Efficiency Improvements	Infrastructure Services	Expansion completed	30-Jun-20	Solar panel were installed at three STPs: Bangalow, Byron and Brunswick at a total cost of \$488,000	Achieved

Ensure Wastewater Treatment Plants are maintained in accordance with operating licences  
**Comment:** Ongoing monitoring of Wastewater Treatment Plants to ensure maintenance in accordance with operating licences. Compliance with all NSW Environmental Protection Licences during reporting period. The remediation of Brunswick Heads, South Byron and Mullumbimby STPs have all progressed.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
1.5.2.1	Monitor and compile annual licence returns	Infrastructure Services	Annual EPA returns submitted, overall exceedances <5%	30-Jun-20	EPA licences returns were submitted 25 June 2020 for all STPs. 6 exceedances in total for the reporting year, which is <5%.	Achieved
1.5.2.2	Upgrade to the Sewer Pump Station SPS3005 rising main	Infrastructure Services	Project completed	30-Jun-20	Investigation performed, works not required existing capacity of main is adequate for future (Childe Street)	Achieved
1.5.2.3	Byron Bay Sewer Pump Station Renewal	Infrastructure Services	Project completed	30-Jun-20	SPS3019 The well was relined SPS3029 Installed new pumps and a switchboard SPS3024 Installed new pumps and a switchboard Completed and operational	Achieved
1.5.2.4	South Byron Sewerage Treatment Plant Remediation	Infrastructure Services	Complete remediation and achieve auditor signoff	30-Jun-20	Final tender issued, closing on 10 August 2020, for the Stage 2B remediation works will now be done in 20/21 due to the unexpected additional contamination.	Substantially Achieved
1.5.2.5	Upgrade to Butler Street Sewer Pump Station SPS3003 rising main	Infrastructure Services	Project completed	30-Jun-20	312m DN100 to DN150/bring forward relocation of existing main in conjunction with the Byron Bay Bypass complete. The Bypass Project is not due to be completed until Dec 2020.	Achieved
1.5.2.6	Trial of chemical dosing to alleviate odour from the sewer network	Infrastructure Services	Project completed	30-Jun-20	Trial was successful and moved in to procurement of a permanent installation at Tennyson Street and Teake Cct Byron Bay	Achieved
1.5.2.7	South Byron Sewerage Treatment Plant future use options	Infrastructure Services	Finalise a preferred future use option	30-Jun-20	Council resolved to decline all tenders pertaining to the potential use and pause future use work until the remediation is completed.	Achieved

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
1.5.2.8	Brunswick Valley Sewerage Treatment Plan Renewals	Infrastructure Services	Complete assessment	30-Jun-20	Investigation performed, UV Lamps replaced further works not required	Achieved
1.5.2.9	Brunswick Heads Sewerage Treatment Plant decontamination works	Infrastructure Services	Complete the decontamination and achieve auditor sign off	30-Jun-20	Following further detailed assessments including testing for PFAS, final approval received from the EPA and the work is now completed.	Achieved
1.5.2.10	Brunswick Heads Pipeline - Renewal	Infrastructure Services	Complete assessment	30-Jun-20	Completed investigation of Brunswick Heads Sewer Mains and identified one section of main needing renewal Balun Lane sewer main relined.	Achieved
1.5.2.11	Brunswick Heads SPS - Renewal	Infrastructure Services	Complete assessment	30-Jun-20	SPS2007 Project completed to upgrade switchboard, mains supply and install new pump	Achieved
1.5.2.12	Mullumbimby STP Site Remediation	Infrastructure Services	Complete remediation of site	30-Jun-20	Following resolution of land matters and PFAS assessments which delayed the project the tender has been issued for the remediation works which will now be done in 20/21.	Substantially Achieved
1.5.2.13	Mullumbimby Pipeline - Renewal	Infrastructure Services	Complete assessment	30-Jun-20	Mullumbimby - 69.5m of DN300 (Material: VC) transferred to Inflow and Infiltration Project	Achieved
1.5.2.14	Mullumbimby SPS - Renewal	Infrastructure Services	Complete assessment	30-Jun-20	Completed condition assessments on all SPS in Mullumbimby	Achieved
1.5.2.15	Deliver the Mullumbimby Inflow/Infiltration Reduction program	Infrastructure Services	In accordance with project schedule with continual reporting to relevant committee	30-Jun-20	In accordance with the 5 year project including assessments, corrective works, renewals, upgrades the works completed this financial year include: <ul style="list-style-type: none"> <li>• Structural relining of 26 gravity sewer mains</li> <li>• Rectification of 20 gravity sewer mains</li> <li>• Rectification of 20 gravity sewer maintenance holes</li> <li>• Rectification of 9 stormwater culverts</li> <li>• Rectification of 7 stormwater maintenance holes</li> </ul>	Achieved

Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
1.5.2.16	SPS4001 rising main upgrade	Infrastructure Services	Project completed		Project complete conversion of a major SPS in Mullumbimby including new pumps removal of building and upgrade of sewer rising main	Achieved
1.5.2.17	Deliver the inflow and infiltration reduction program for the rest of the Shire	Infrastructure Services	In accordance with project schedule with continual reporting to relevant committee	30-Jun-20	This is a 5 year project including assessments, corrective works, renewals, upgrades. The 2019/20 work program has been achieved and regularly reported to the Water, Waste, and Sewer Advisory Committee. CCTV assessment of mains in Byron Bay and Ocean Shores currently being undertaken.	Achieved



Operational Plan Activity		Directorate	Measure	Due	Comment	Status
1.5.3.1	Undertake annual review Drinking Water Management Plan and associated performance	Infrastructure Services	Drinking Water Management Plan reviewed and available on website	31-Mar-20	Annual review carried out by NSW Health, triggered new strategy update for risk analysis of Cryptosporidium and low residual Chlorine	Achieved
1.5.3.2	Mullumbimby water supply security investigations and upgrade	Infrastructure Services	50% of investigation completed	30-Jun-20	Hydrosphere engaged to draft Future Water Supply Strategy including improvements to existing supply, new sources, demand management and reuse opportunities. Scope has increased to include investigation into existing water treatment plant and future options.	Achieved
1.5.3.3	Upgrade to Palmer Avenue pump station cross connection in Ocean Shores	Infrastructure Services	Project completed	30-Jun-20	All works are now complete. Survey to be obtained, As-con drawings to be prepared and GIS updated	Achieved
1.5.3.4	Ocean Shores pipeline renewal works	Infrastructure Services	Project completed	30-Jun-20	Warrambool water main and Yamble Drive trunk main replacement. Planning design and tender appointment have been achieved. Contractors mobilised to site early July 2020.	Partially Achieved
1.5.3.5	Replace roof at Watego Reservoir	Infrastructure Services	Project completed	30-Jun-20	Awaiting response from telecommunications Telstra and Optus on the future tenure arrangements.	Partially Achieved
1.5.3.6	Paterson Street Reservoir Roof Replacement	Infrastructure Services	Project completed	30-Jun-20	Awaiting response from telecommunications Telstra and Optus on the future tenure arrangements.	Partially Achieved
1.5.3.7	Undertake works on the Byron Bypass cross connection	Infrastructure Services	Project completed	30-Jun-20	Installation of a new water main in conjunction with the Byron Bay Bypass complete. Works include: Cross connection for LOS from South end Jonson. 100 Diam. Pipeline 440m length The Bypass Project is not due to be completed until Dec 2020.	Achieved

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
1.5.3.8	Implementation of Smart Metering for water services	Infrastructure Services	Commencement of installation in key areas	30-Jun-20	Council is currently in the planning stage and has called for tenders for the supply of the smart water meter devices for the pilot project. Approximately 400 smart water metering devices will be installed on residential and commercial properties in East Mullumbimby and selected bulk recycled water clients in Byron Bay.	Partially Achieved
1.5.3.9	Deliver the Meter Replacement Program	Infrastructure Services	Implement the meter replacement program	30-Jun-20	Meter replacement program being implemented on an as needs basis	Achieved

Strategy

1.5

DP Action  
1.5.4

Implement the Water and Sewerage Strategic Business Plan  
**Comment:** Key strategies of the Water and Sewerage Strategic Business Plan are being undertaken including works to remove contamination of South Byron Sewerage Treatment Plant.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
1.5.4.1	This activity was removed as it was a duplicate.				

Strategy  
1.5

DP Action  
1.5.5

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

**Comment:** The Community Solutions Panel values will continue to guide the development and delivery of strategic infrastructure planning documents

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
The Community Solutions Panel values will continue to guide the development and delivery of strategic infrastructure planning documents, there are no specific activities identified in the 2019/20 Operational Plan.					

Strategy  
1.5

DP Action  
1.5.6

Protect and enhance our natural environment and biodiversity

**Comment:** A formal Investigation Order has been issued by the EPA regarding Butler Street Reserve. An investigation plan is being implemented to clarify the extend and impacts of the former landfill.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
1.5.6.1	Infrastructure Services	Deliver 50% of the commitments within the plan	30-Jun-20	We have completed 95% of commitments within this strategy and are now reviewing the current Byron Shire Recycled Water Management Strategy	Achieved

# Strategy 1.6 Manage traffic and parking in an efficient manner

## 1.6

### Highlights

- Main beach parking bays resurfaced and line marked
- Clarkes Beach car park line marking renewed
- Jonson St accessible parking bays implemented
- Twelve month car share pilot commenced on World Environment Day 5 June 2019

Strategy  
1.6

DP Action  
1.6.1

Implement review of parking management

**Comment:** Parking management strategies have been reviewed and all actions completed within approved budget.

	Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
1.6.1.1	Implement Parking Management Strategies for: - Bangalow - Belongil - Mullumbimby - Brunswick Heads incorporating accessible parking requirements based on community need (which may exceed legislative requirements)	Infrastructure Services	Program of work completed; # and list of accessible parking facilities implemented	30-Jun-20	All actions completed within approved budget. Main beach parking bays resurfaced and line marked. Clarkes Beach car park line marking renewed. Jonson St accessible parking bays implemented.	Achieved

**Strategy 1.6** DP Action 1.6.2 Ensure future traffic demand and alternative solutions are addressed in major infrastructure plans  
**Comment:** This continues to be a governing principle for all major infrastructure plans.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
This continues to be a governing principle for all major infrastructure plans, there are no specific activities identified in the 2019/20 Operational Plan.					

**Strategy 1.6** DP Action 1.6.3 Ensure new infrastructure is planned and funded to meet the needs of the current and future population (SP)  
**Comment:** Council has sought grant opportunities as they become available.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
1.6.3.1	Infrastructure Services	Submission to TfNSW to support increased services for the Byron Community, as appropriate	30-Jun-20	Council has sought grant opportunities as they become available. Implementing the CPTIGS program is on track.	Achieved
1.6.3.2	Sustainable Environment and Economy	Report complete	30-Jun-20	Twelve month car share pilot commenced on World Environment Day 5 June 2019. Report on trial presented at 18 June 2020 Council meeting.	Achieved
1.6.3.3	Infrastructure Services	Works completed	30-Jun-20	All reconstruction works completed as per design.	Achieved

Improve effectiveness of Local Traffic Committee  
**Comment:** A review of the Local Traffic Committee Constitution was undertaken in 2018/19. Local Traffic Committee continues to operate and meet regularly.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
1.6.4.1	Infrastructure Services	Coordination of regular LTC meetings	30-Jun-20	Local traffic Committee meetings including programmed face to face, extraordinary and electronic meetings were held on: 2019 - 30 July, 10 Sept , 12 Nov, 19 Nov & 6 Dec. 2020 - 28 Jan, 10 Mar, 16 Apr & 12 May.	Achieved



**COMMUNITY OBJECTIVE 2:**

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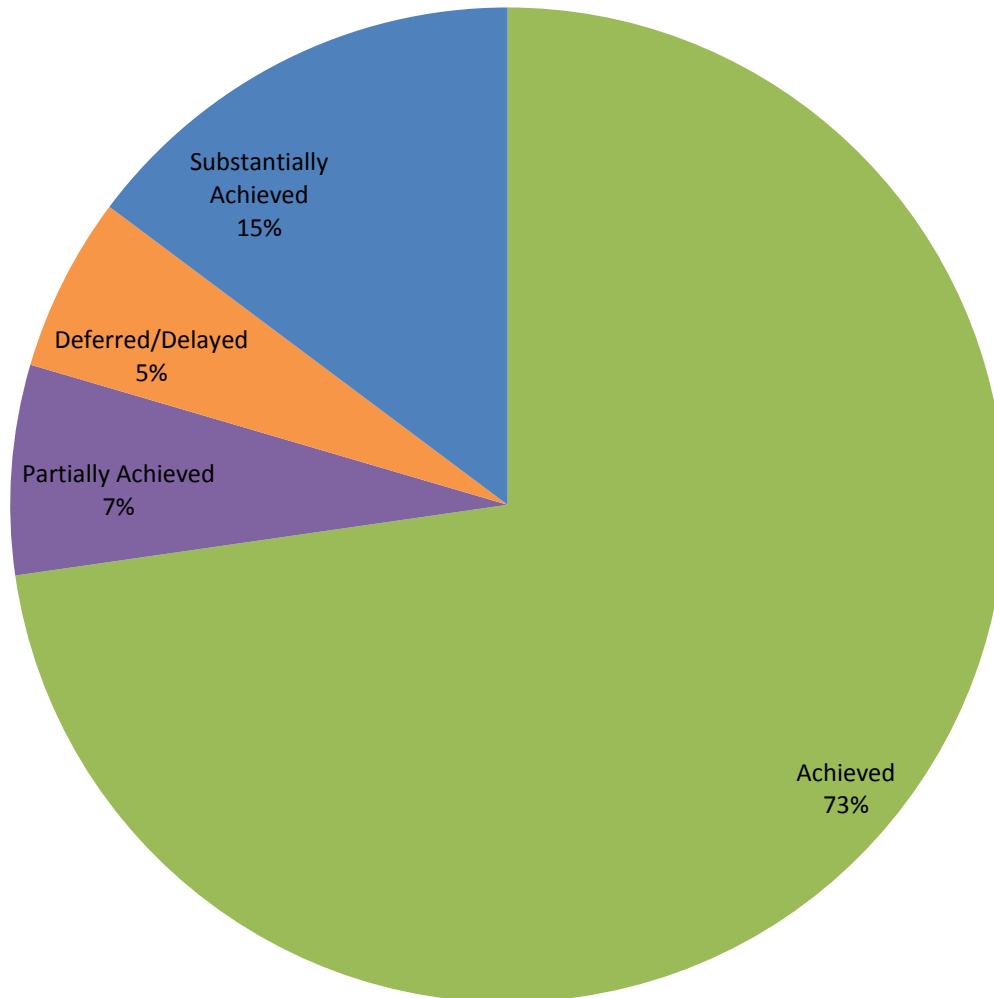
WE CULTIVATE AND  
CELEBRATE OUR  
DIVERSE CULTURES,  
LIFESTYLE AND SENSE  
OF COMMUNITY





## Community Objective 2:

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



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

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

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

# Strategy

## 2.1

# Support range of existing, emerging and major events

## Highlights

- Soul Street New Years Even event was held on 31 December 2019
- Arts and Cultural Policy developed
- New MOU drafted in partnership with Arakwal (resolution **20-147**)
- Railway Square aboriginal public art project

Strategy  
2.1

DP Action  
2.1.1

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

**Comment:** Inclusive events supported through a ongoing partnerships with local service providers and community groups. Soul Street New Years Even event was held on 31 December 2019. Events scheduled for the second half of the financial year were impacted by restrictions on gatherings and were not able to proceed as planned.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
2.1.1.1	Support inclusive community events	Corporate and Community Services	5 inclusive events supported, including Survival Day, NAIDOC Week, Youth Week, Seniors Festival, and Harmony Day	30-Jun-20	4 x events supported - NAIDOC, Survival Day, Youth Week, Seniors Festival. 1 x cancelled due to COVID-19 - Harmony Day.	Substantially Achieved
2.1.1.2	Provide support to the Mullumbimby Chamber of Commerce for drought relief (resolution <b>18-710</b> )	Infrastructure Services	Support provided through use of Council trucks and staff volunteered time	30-Jun-20	Program was deferred by Mullumbimby Chamber of Commerce due to COVID-19 19 and natural disaster events and subject to any further request from the chamber	Achieved

DP Action  
2.1.2

Provide meaningful and inclusive opportunities for volunteering

**Comment:** Provision of a range of volunteer workshops and activities which reflect principles in the National Volunteering Standards.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
2.1.2.1	Develop and implement strategies for effective and inclusive volunteer engagement in Council projects	Corporate and Community Services	Organisational volunteering benchmark established; inclusion strategies incorporated into framework	30-Jun-20	Work deferred as a result of COVID-19 restrictions on engagement impacting on ability to develop a Volunteer Framework for Council and with a Roadmap for meeting the National Standards for Volunteer Involvement.	Partially Achieved
2.1.2.2	Continue to support capacity building for existing volunteers	Corporate and Community Services	Capacity building opportunity delivered	30-Jun-20	Volunteer recognition event cancelled due to COVID-19 19.	Deferred/Delayed

Strategy

2.1

DP Action  
2.1.3

Enhance opportunities for interaction with art in public spaces

**Comment:** A range of public art opportunities delivered including commissioning of significant work as well as partnering with community based public art initiatives and supporting established and emerging artists. Development of a Public Art strategy and Arts and Culture Policy to support strategic decision making in relation to public art.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
2.1.3.1 Implement Public Art Strategy	Corporate and Community Services	Public art guidelines reviewed; Conservation and maintenance program initiated	30-Jun-20	Public art guidelines reviewed and adopted by Council on 12 December 2019 (resolution <b>19-627</b> ). Maintenance program developed, however funding sources to deliver the maintenance works required have not yet been established.	Substantially Achieved
2.1.3.2 Develop Arts and Cultural Policy	Corporate and Community Services	Policy developed in consultation with key arts and cultural providers	28-Feb-20	Draft Policy developed and was reported to Council at 28 May Ordinary Meeting - on public exhibition until 17 July (resolutions <b>18-450</b> and <b>19-339</b> )	Achieved

Strategy

2.1

DP Action  
2.1.4

Support Aboriginal cultural vibrancy within the Shire

**Comment:** Partnered, supported and enabled a range of projects that promoted cultural vibrancy including cultural restoration and expression projects (language, dance and visual arts), cultural heritage protection, wellbeing and reconciliation initiatives.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
2.1.4.1 Support cultural restoration projects, events and celebrations	Corporate and Community Services	1 cultural restoration project delivered	30-Jun-20	Place naming including road naming. Provision of language resources to community.	Achieved
2.1.4.2 Support opportunities for Aboriginal cultural expression	Corporate and Community Services	1 project delivered	30-Jun-20	Railway Square aboriginal public art project	Achieved
2.1.4.3 Review Arakwal MoU 2013-2018 and develop new partnership agreement with Arakwal	Corporate and Community Services	Arakwal MOU reviewed; new partnership agreement developed	30-Jun-20	New MOU drafted in partnership with Arakwal, amended in MoU Committee meeting and endorsed by Council (resolution <b>20-147</b> )	Achieved

Strategy

2.1

DP Action  
2.1.5

Develop and maintain collaborative relationships with multicultural communities

**Comment:** Relationships developed and maintained through supporting CALD community initiatives and capacity building in priority areas.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
2.1.5.1	Support identification of multicultural community priorities	Corporate and Community Services	Local multicultural priorities identified	30-Jun-20	Local multicultural priorities have been adjusted due to not being able to meet in groups.	Achieved
2.1.5.2	Coordinate citizenship ceremonies to confer new Australian Citizens on behalf of the Department of Home Affairs	Corporate and Community Services	5 ceremonies held each year	30-Jun-20	Council conducted 7 <a href="#">citizenship ceremonies</a> from 1 July 2019 to 30 June 2020. The Department of Home Affairs is currently holding online ceremonies due to COVID-19 restrictions, and Council will resume in person ceremonies when restrictions are lifted.	Achieved

Strategy

2.1

DP Action  
2.1.6

Develop strong and productive relationships between the Aboriginal community and Council

**Comment:** Worked with Aboriginal stakeholders in the development of the Aboriginal Cultural Heritage Study stage 1 and working towards processes that ensure that Aboriginal stakeholders have formalised relationship with Council going forward

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
2.1.6.1	Formalise relationships with identified stakeholder groups in the Shire and undertake appropriate, meaningful consultation	Corporate and Community Services	Effective consultation model identified and implemented	30-Jun-20	New Aboriginal Project Officer commenced 27 April and is working towards development of draft model.	Partially Achieved

Support range of existing, emerging and major events

**Comment:** Our Event Industry was provided with a high level of support to deliver their events pre COVID including the issuing of permits and approvals and the development of a sustainable events toolkit.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
2.1.7.1	Continue to support event organisers in the delivery of a range of events	Sustainable Environment and Economy	Scope workshops on subjects such as event planning, sustainable event and grant writing	30-Jun-20	Workshop program developed. Delivery on hold pending COVID-19 situation	Achieved
2.1.7.2	Deliver event and festivals annual sponsorship program	Sustainable Environment and Economy	Scope annual sponsorship program for delivery post lifting of COVID-19 limitations on events.	30-Jun-20	Sponsorship program developed. Delivery on hold post lifting of COVID-19 limitations on events	Achieved
2.1.7.3	Administer licences for weddings, events, activities and filming on council and crown land	Sustainable Environment and Economy	Report quarterly statistics	30-Jun-20	Event statistics reported each quarter.	Achieved
2.1.7.4	Investigate electronic event and festival application referral and management system	Sustainable Environment and Economy	Report on investigation	30-Jun-20	Trial of internal system progressing. Report pending outcome of trial.	Substantially Achieved
2.1.7.5	Commence preparation of a Sustainable Events Toolkit	Sustainable Environment and Economy	Online events toolkit prepared and trialled	30-Jun-20	Toolkit prepared and trialled. Final edits pending with launch expected first half of next financial year.	Achieved

# Strategy

## 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

## Highlights

- Homelessness Forum held on 9 June (76 participants registered)
- Children’s Services Review report completed

### Strategy 2.2

#### DP Action 2.2.1

Develop and maintain collaborative relationships with government, sector and community

**Comment:** Strong sector relationships developed as evidenced by a range of partnerships and collaboration on key community issues including homelessness, health and disaster resilience

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
2.2.1.1	Support local and regional network development to improve collaboration and inclusion	Corporate and Community Services	Increased sector network strength	30-Jun-20	Homelessness Forum held on 9 June (76 participants registered). 3 x Interagency forums held over the year to strengthen collaboration and learning within the community sector (one meeting cancelled due to COVID-19). Homelessness Interagency held monthly to improve service co-ordination and develop a collective approach to address homelessness.	Achieved
2.2.1.2	Participate in and inform community planning	Corporate and Community Services	Participate in community planning events and activities (4), including consultation with Aboriginal community to identify, prioritise and plan for unmet need	30-Jun-20	Participation in Byron Shire Zero Project (Homelessness), Homelessness Hub planning, District Homelessness Implementation Group, Byron Shire Dementia Friends, NSW Ageing Strategy Consultation with LG, Community Impact Survey (with 4 key community services)	Achieved



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

**Comment:** Undertook Children's Services Sector Analysis and Children's Services review to identify structural and operational improvements that reflect exceeding practice and meet all legislative requirements

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
2.2.2.1	Improve direct service provision and sector development to provide quality accredited early childhood education	Corporate and Community Services	Children's Services sector review completed; # and list of access and inclusion related improvements to early childhood education and activities	30-Jun-20	Children's Services Review report completed including list of improvements and recommendations	Achieved
2.2.2.2	Support children with additional needs to learn and participate alongside their peers	Corporate and Community Services	Inclusion Support Program funding promoted and accessed by families of children with additional needs	30-Jun-20	Access and inclusion improvements include - working closely with KU Inclusion Support. We have achieved Federal funding for an Additional Educator to support children within Service who present with Additional needs.	Achieved
2.2.2.3	Delivery of 1 child care sector capacity building workshop	Corporate and Community Services	1 workshop delivered	30-Jun-20	COVID-19 delays for workshop. Will deliver in consultation with Sandhills once the climate is conducive for a workshop.	Deferred/ Delayed

# Strategy

## 2.3

# Provide accessible, local community spaces and facilities

## Highlights

- Capital improvements to community buildings including Marvell Hall amenities, an accessible ramp and parking at Durrumbul Hall, accessibility improvements at Mullumbimby Neighbourhood centre, upgrade to the kitchen at Brunswick Memorial Hall, and improvements at both Suffolk Park and Mullumbimby Civic Hall
- Interim Safe Beaches Committee ongoing

Strategy

2.3

DP Action  
2.3.1

Increase accessibility of facilities

**Comment:** Worked directly with people with a lived experience of disability and their carers and relevant agencies to inform access and inclusion priorities and report on effectiveness of implementation

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
2.3.1.1	Partner with Access Consultative Working Group to implement disability inclusion action planning priorities	Corporate and Community Services	Effective DIAP reporting mechanisms implemented; # and list of access and inclusion planning priorities developed	30-Jun-20	ACWG meeting held in June with Corporate Planning and Improvement Coordinator attending. Overall: 6 ACWG meetings held. Outcomes achieved: Improved reporting mechanisms through increased staff participation. 22 priority actions developed for 2020-2021 OP	Achieved

Support effective management of community buildings (SP)

**Comment:** Utilise strategic asset management plan and buildings audits to inform priority projects and support community to achieve aspirations for their community facilities

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
2.3.2.1 Develop and implement building maintenance and major work schedule for community buildings that is informed by access requirements	Corporate and Community Services	5 year works schedule developed; # and list of access items on building and maintenance schedule	30-Jun-20	Completed Capital improvements to community buildings: <ul style="list-style-type: none"> <li>• Marvell Hall amenities upgrade including asbestos removal and accessible toilet upgrade.</li> <li>• Durrumbul Hall construction of new accessible ramp and parking.</li> <li>• Mullumbimby Neighbourhood Centre construction of new access ramp and chill out area. Replacement of hallway timber flooring.</li> <li>• Brunswick memorial Hall upgrade of kitchen to commercial grade including asbestos removal, installation of new roof, gutters and insulation, removal of asbestos in kitchen and soffits. Removal of asbestos fencing and replace with new colorbond fence.</li> <li>• Suffolk Park Community Centre replacement of western wall cladding and installation of AC to main hall.</li> <li>• Mullumbimby Civic Hall sanding and re-finish timber flooring and painting of main hall.</li> </ul>	Achieved
2.3.2.2 Establish administrative arrangements for the former Byron Hospital site	General Manager Office	Framework in place	30-Jun-20	Framework in place. Lease negotiations in final stages.	Achieved
2.3.2.3 Undertake remediation and preliminary works for the former Byron Hospital site	General Manager Office	Preliminary works completed	30-Jun-20	Works completed.	Achieved

Strategy  
2.3

DP Action  
2.3.3

Provide high quality library services (SP)  
**Comment:** Improve governance structure of the RTRL cooperative and have clear strategic objectives related to delivery of high quality library services. Have developed a Deed of Agreement, RTRL strategic Plan, draft service level agreements and draft staffing review as well as preliminary works on long term financial planning. delivered capital improvements to branches and innovative local programs

	Operational Plan Activity	Directorate	Measure	Due	Comment	Status
2.3.3.1	Develop Richmond Tweed Regional Service Level Agreements	Corporate and Community Services	Service level agreement delivered	30-Jun-20	Draft SLA developed with consultation with RTRL Manager and Branch Manager	Substantially Achieved
2.3.3.2	Local priorities grant to be negotiated with Richmond Tweed Regional Libraries in Q1	Corporate and Community Services	Improved community access to library resources	30-Jun-20	Completed in consultation with branches	Achieved

Strategy  
2.3

DP Action  
2.3.4

Provide council buildings which are water and energy efficient  
**Comment:** Council has undertaken an audit of water efficiency and power use.

	Operational Plan Activity	Directorate	Measure	Due	Comment	Status
2.3.4.1	Audit water and energy efficiency of Council buildings and prepare develop associated programs for improvement	Infrastructure Services	Audit complete Proposal Reported to Council for approval	30-Jun-20	Review of pump duties in relation to efficiency and power use completed, pump replacements identified. Initiated a program of renewing existing pumps with variable speed drive pumps reducing power costs	Achieved

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

**Comment:** Annual program of maintenance works to open space assets.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
2.3.5.1	Plan and deliver Open Space maintenance programs	Infrastructure Services	Annual Program of works completed within budget	30-Jun-20	Maintenance of Open Space parks reserves and streetscapes carried out by Better Byron Crew, Parks, Reserves and Sportsfields unit and Towns and Villages units within designated budget allocations. Streetscape programs within central business areas of Byron, Brunswick Heads, Mullumbimby and Bangalow completed with focus on environmental sustainability and improving overall aesthetic.	Achieved
2.3.5.2	Enhance beach safety at Tyagarah Reserve through a number of initiatives including monitoring and maintenance of cameras and signage	Infrastructure Services	Continued involvement in achieving safe beaches	30-Jun-20	Interim Safe Beaches Committee ongoing (resolution <b>18-698</b> )  <ul style="list-style-type: none"> <li>• Signage and Camera installation on Grays Lane</li> <li>• Regular Interim safe beaches meetings aligned with Councils Planning meetings</li> <li>• Rolling meetings with Police (regular data updates received and discussed), NPWS, Naturists, Residents (Residents is our next catch-up)</li> </ul> The Committees Primary focus has been on solving the antisocial / criminal historical behaviour at Tyagarah (predominately that has occurred not on the beach but in the dunes and Lake). Other safety initiatives has included the Leg Rope Campaign that went unfunded by Council.	Achieved
2.3.5.3	Ongoing support for the Byron Safe Beaches committee	Infrastructure Services	Committee established	30-Jun-20	OS Manager member of the interim committee - Ongoing meetings with Police, NPWS, Residents and naturists .	Achieved
2.3.5.4	Review Public Sun Protection Policy consistent with Open Space and Recreation Plan	Infrastructure Services	Revised policy reported to Council	30-Jun-20	The existing Policy was reviewed and deemed no longer required. Community sun protection awareness has greatly increased since this Policy was developed in 1994. Sun protection is now a consideration within the design and construction of	Achieved

Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
				Council open space projects. Policy is now redundant and is to be repealed.		
2.3.5.5	Manage contracts for operation of Byron Bay and Mullumbimby Swimming Pools	Infrastructure Services	Pools operating during swim season and maintained within adopted budget	30-Jun-20	Contractual management ongoing.	Achieved
2.3.5.6	Carry out maintenance inspections of Tyagarah Airfield in accordance with program	Infrastructure Services	100% of inspections conducted in accordance with adopted program	30-Jun-20	Facility inspections undertaken daily. Issues referred for routine maintenance program.	Achieved
2.3.5.7	Undertake daily safety inspections at Tyagarah Airfield	Infrastructure Services	Open and closed accordingly	30-Jun-20	Facility inspections undertaken daily and required closures implemented under NOTAMs and physical site markers.	Achieved

DP Action  
2.3.6

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

**Comment:** Regular inspection of playgrounds against Australian standards and renewal of playground equipment to address identified defects.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
2.3.6.1	Review Plan of Management for Bangalow Sports Fields	Infrastructure Services	Draft plan reported to Council	30-Jun-20	Plan of Management in draft form, significant amount of consultation has been undertaken to date. Consultation needs to be finalised with key stakeholders and assessed prior to reporting to Council.	Partially Achieved
2.3.6.2	Inspections of playgrounds cyclically conducted and any identified safety matters addressed	Infrastructure Services	100% of inspections conducted in accordance with inspection program	30-Jun-20	Ongoing program and alignment with newly adopted asset management plan being reviewed.	Achieved
2.3.6.3	Renewal of playground equipment (Shire wide - emergent)	Infrastructure Services	Completed within budget	30-Jun-20	Priorities identified and actioned within budget. Works included replacement of shade sails at Parrot Tree park Bangalow, replacement of swing sets at Jacaranda Park Byron, and Rankin Drive Bangalow and purchase for installation of a new playcentre at Apex Park Mullumbimby, with installation planned in August.	Achieved

**DP Action**  
**2.3.7**

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

**Comment:** Maintenance programs for open spaces have been developed and commenced. Key projects have been delivered including playground upgrades and irrigation of Council open spaces.

Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
2.3.7.1	Operate Cavanbah Centre and sports fields	Infrastructure Services	Improved Financial Position and increase use of the Cavanbah Centre	30-Jun-20	Closed to the Public due to COVID Health Orders. Reopened 1st July. COVID-19 significantly impacted this facility. Net results for the facility would have likely made budget without the impacts of COVID-19.	Substantially Achieved
2.3.7.2	Installation of 4 x Grandstands 5 Tiers - 50-60 adult capacity for each - including concrete slabs and Shelter at the Cavanbah Centre	Infrastructure Services	Grandstands completed	30-Jun-20	2 grandstands have been supplied. Location has been identified through consultation with user groups and concrete footings have been laid ready for installation of the grandstands. Budget insufficient for 4 grandstands.	Substantially Achieved
2.3.7.3	Byron Bay town centre renewals - Landscape/Precinct Plan	Infrastructure Services	Adopted by Council	30-Jun-20	Consultant engaged to deliver plans. Due date to be reviewed to end of June 2020.	Substantially Achieved
2.3.7.4	Turf and Infrastructural Renewals at Apex Park/Clarkes	Infrastructure Services	Program delivered	30-Jun-20	Following installation of reuse irrigation, parkland in Apex Park and Gaggin Park (Peace Pole area) was reprofiled and returfed. Minor returning works were also carried out on a reactive basis to manage damage from heavy usage and events.	Achieved
2.3.7.5	Gaggin Park Playground works	Infrastructure Services	Program delivered	30-Jun-20	Project completed with installation of a new Fire Engine style playcentre, new shade cover and a range of associated nature-based play areas .	Achieved
2.3.7.6	Renewal of playground next to rotunda at Bangalow Weir Playground	Infrastructure Services	Program delivered	30-Jun-20	New playground on order, with installation programmed for August.	Substantially Achieved
2.3.7.7	Upgrade of Shara Blvd Sports Grounds Irrigation	Infrastructure Services	Project completed	30-Jun-20	The in-ground irrigation has successfully been installed and is fully operational, with the works currently under a defects liability period and maintenance term under the installation contract.	Achieved



Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
2.3.7.8	Renewal of equipment at Tom Kendal Playground	Infrastructure Services	Project completed	30-Jun-20	Options for this playground are currently being reviewed. Note Res 19-583.	Partially Achieved
2.3.7.9	Upgrade of existing Federal Park facilities / amenities	Infrastructure Services	Project completed	30-Jun-20	Skate Park upgrade has been completed and new accessible toilet in Federal Park is substantially completed, with final details including installation of connecting pathway and bicycle stands to be carried out in July.	Achieved
2.3.7.10	Mullumbimby Gateway repair and renewal through SCCF funding	Infrastructure Services	Project completed	30-Jun-20	Totem up and rotunda moved - landscaping underway - scheduled to be completed late July.	Substantially Achieved
2.3.7.11	Amenities Building, Eureka Rec Reserve through SCCF funding	Infrastructure Services	Project completed	30-Jun-20	Building construction delivered on time and on budget.	Achieved
2.3.7.12	Develop agreement on service levels for cleansing, infrastructure maintenance and green space maintenance within the Byron Township	Infrastructure Services	Project completed	30-Jun-20	Asset Management Plan for Open Spaces adopted on 25 June 2020, which identifies service levels for infrastructure. Work required to review service levels in alignment with the adopted Open Space Asset Management Plan.	Substantially Achieved
2.3.7.13	Operate and maintain Shire's cemeteries	Infrastructure Services	Managed within budget	30-Jun-20	Continual operations including monitoring and response to Health Orders.	Achieved
2.3.7.14	Deliver adopted infrastructure within the Suffolk Park Recreation Ground	Infrastructure Services	40% of capital items complete	30-Jun-20	POM adopted - pump track funding received by SPPA. Matching funds approved through Council and Community engagement about location completed. Project spans two operational plans	Achieved

DP Action  
2.3.8

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

**Comment:** Council prepared applications to the Minister for the initial classification and categorisation of applicable reserves, with 26 of 31 having been determined.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
2.3.8.1 Progress outstanding responses to applications to Minister for initial classification and categorisation of applicable reserves and one-off applications	Infrastructure Services	No outstanding Council actions	30-Jun-20	Council's applications for classification and categorisation now determined for 26 out of 31 reserves. Council has actioned all requests for information for remaining 5 reserves and are awaiting advice from Crown Lands.	Substantially Achieved
2.3.8.2 Develop Plans of Management for Crown Reserves in accordance with prioritisation plan	Infrastructure Services	Crown Lands Generic Plans of Management endorsed by Council	30-Jun-20	Generic Plan of Management progressing	Substantially Achieved
2.3.8.3 Meet Crown Lands reporting and funding requirements	General Manager Office	100% compliance	30-Nov-19	Reporting submitted and acknowledgement received that Council has complied with this year's requirements.	Achieved
2.3.8.4 Work with Federal Community proponents and Crown Lands to progress transition of Reserve R95471 in a manner that could allow future use for affordable housing	General Manager Office	Crown Lands determinations on applications received.	30-Jun-20	Final decision from Department of Crown Lands received that R95471 must be classified as community land meaning that it is not available for community owned affordable housing projects. Alternative options have been suggested.	Achieved

# Strategy

## 2.4

# Enhance community safety and amenity while respecting our shared values

## Highlights

- Draft Emergency Dashboard prototype has been developed (resolution **18-783**)
- New Years Eve safety response delivered in partnership with NSW Police and Byron Community Centre
- Installation of CCTV in hotspot areas and lighting upgrades
- Food Safety education with proprietors of food premises held in conjunction with the NSW Food Authority
- The RSPCA Mobile Education Unit (or EMU Bus) visited Byron Bay Public School during September 2019

Strategy

2.4

DP Action  
2.4.1

Provide and facilitate local emergency management

**Comment:** Local emergency management committees supported. Local recovery plan developed and endorsed by Office of Emergency Management and LEMC, appointment of Local Recovery Officer and development of recovery and resilience programs

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
2.4.1.1 Develop Byron Shire flood warning network	Infrastructure Services	System implemented	30-Jun-20	Works continues to proceed well. Completion date extended to incorporate community resilience framework.	Substantially Achieved
2.4.1.2 Attend TBLEMC and Regional Emergency Management Committee (REMC) meetings	Infrastructure Services	Attend meetings as scheduled	30-Jun-20	LEMO attended all Tweed Byron LEMC and LEOCON meetings and participated in fire emergency response.	Achieved
2.4.1.3 Undertake exercises of EMP and CMG's as decided by TBLEMC	Infrastructure Services	Attend exercises as scheduled	30-Jun-20	No exercise undertaken due to fire event, potential exercises planned for 2020.	Achieved
2.4.1.4 Ensure sufficient staff are trained to undertake EM roles in and outside business hours	Infrastructure Services	Staff and positions identified and training completed	30-Jun-20	Additional training scheduled for 13 & 14 November was postponed by OEM due to fire event (LEMC coordinating regional training in 2020 )	Deferred/ Delayed
2.4.1.5 Deploy technology to improve disaster response and recovery by preparing field devices and staff	Infrastructure Services	Capability improved	30-Jun-20	Commenced and utilised during recent fire event, November 2019	Achieved

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
	trained in readiness to respond to a natural disaster					
2.4.1.6	Administer the Community Resilience Network	Corporate and Community Services	2 Community Resilience Network Meetings	30-Jun-20	Released EOI for local organisations to join community resilience network and have awarded membership. Initial training in emergency management provided with further training and onboarding in recovery processes for CRN members being scheduled as soon as face to face meetings can be accommodated	Achieved
2.4.1.7	Develop and test a prototype of an Emergency Dashboard (resolution <b>18-783</b> )	General Manager Office	Emergency dashboard prototype developed	30-Jun-20	The draft Emergency Dashboard prototype has been developed. Consultation is being undertaken for the launch of the dashboard in the 20/21 Operational Plan.	Achieved
2.4.1.10	Represent Council at Far North Coast Bushfire Management committee meetings quarterly	Infrastructure Services	Quarterly reports to biodiversity advisory committee	30-Jun-20	Cyclic reporting requirement to the FNCBMC	Achieved
2.4.1.11	Maintain fire management actions on FRS BRIMS database	Infrastructure Services	As part of management actions	30-Jun-20	Current overhaul of system by FNCBMC - BRIMS undergoing review	Deferred/ Delayed

Support community driven safety initiatives

**Comment:** Delivered a range of community safety initiatives based on Safe Community Compact and including CPTED projects in open spaces upgrades, place making initiatives, CCTV in hotspot areas and lighting upgrades.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
2.4.2.1	Implement Council's Safe Community Compact	Corporate and Community Services	1 Safe Community Compact project delivered	30-Jun-20	Project continuing into 2020-2021 OP. Revised plan developed.	Partially Achieved
2.4.2.2	Support peak season community safety initiatives	Corporate and Community Services	NYE safety response delivered	31-Mar-20	New Years Eve safety response delivered in partnership with NSW Police and Byron Community Centre. Evaluation completed. Report and recommendations for 2020-2021 endorsed at March meeting. Discussions underway with NSW Police for 2020-2021	Achieved
2.4.2.3	Support harm minimization initiative	Corporate and Community Services	Young people supported via Street Cruise; support for Schoolies response	30-Jun-20	Schoolies Safety Response completed. Street Cruise still operating with COVID-19 precautions in place. Street Cruise EOFY Report due in July. External program evaluation to be undertaken in 2020-2021 OP.	Achieved
2.4.2.4	Review and redraft the existing Safer Community Compact to identify local community safety priorities	Corporate and Community Services	Review completed	30-Jun-20	Delayed due to COVID-19	Deferred/ Delayed

Enhance public safety, health and liveability through the use of council's regulatory controls and services  
**Comment:** Council continues to provide monitoring and compliance of illegal camping, companion animals, parking, public health, and environmental health.

Operational Plan Activity	Directorate	Measure	Due	Comment	Status
2.4.3.1 Monitor, investigate and resolve complaints in relation to community safety, land use and the environment	Sustainable Environment and Economy	100% response to Very High Compliance Priorities identified in the Compliance Priority Program  80% customer service requests completed	30-Jun-20	All Compliance Priorities identified as 'Very High' in the CPP are investigated immediately.  During 2019/20 there were 956 CRMS received and 1095 completed. Of those received during this time, 87% were completed during this time.  Due to the nature of some unauthorised works, cases can be protracted, not giving a clear picture of action taken to date.	Achieved
2.4.3.2 Undertake camping patrols throughout the Shire	Sustainable Environment and Economy	Parking patrols undertaken and staffing maintained to provide adequate resourcing	30-Jun-20	Staffing maintained to ensure Community Enforcement Officers undertake regular patrols throughout the Shire and as required.  Increased patrols undertaken during peak times, such as holidays and festivals. During COVID lockdown Council's Enforcement Team worked alongside the Police to assist moving on campers to approved facilities as per COVID Orders.  During 2019/20 there were 840 camping related CRMS received.  Where relevant, officers are now issuing camping related CRMs with parking infringements, in the first instance. This is safer for staff patrolling the areas and improves non-payment of fines issued for offences.	Achieved
2.4.3.3 Undertake proactive patrols of community parks and open spaces to	Sustainable Environment and Economy	Patrols of community parks and open spaces undertaken (4/weekly)	30-Jun-20	Staffing maintained to ensure Community Enforcement Officers undertake regular patrols throughout the Shire.	Achieved

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
	monitor safe use by dogs and their owners				During 2019/20 there were 842 animal related CRMs received. The majority of these were dog related, including 79 attack notifications, 128 barking notifications, 174 dogs found, 253 related to dog nuisance issues and four were restricted.	
2.4.3.4	Provide ongoing information and education to the public regarding companion animals	Sustainable Environment and Economy	Council's website and media updated to include education, functionality, and information to promote responsible pet ownership	30-Jun-20	Website education and information and education updated throughout the year.	Achieved
2.4.3.5	Deliver annual RSPCA education program to local schools	Sustainable Environment and Economy	Program delivered to schools within the Shire	30-Jun-20	Council supported the RSPCA Mobile Education Unit (or EMU Bus) visited Byron Bay Public School during September 2019 to work with the students on a wide range of activities promoting responsible pet ownership, and teaching them about threats to wildlife and animal welfare.	Achieved
2.4.3.6	Undertake regular and frequent parking patrols to increase availability and turnover in the Town and Village centres	Sustainable Environment and Economy	Parking patrols undertaken and staffing maintained to provide 7 day/week coverage and increased to suit peak periods 80% customer service requests completed	30-Jun-20	Staffing maintained to ensure Community Enforcement Officers undertake regular patrols throughout the Shire.  Staff responded to 1099 parking related CRMs during 2011/20. 524 related to abandoned vehicles, 558 were parking related and 17 were cars parked for the purpose of sale.  96% new of parking related CRMs received during the period were completed.  Due to required legal timeframes associated with Abandoned Vehicles, cases can be protracted, not giving a clear picture of action taken to date.	Achieved
2.4.3.7	Monitor, investigate and resolve complaints in relation to public and environmental health	Sustainable Environment and Economy	Inspections completed compliance (>90%) Customer service requests Attended to within response times (>85%)	30-Jun-20	All public and environmental health inspections identified as 'Very High' in the CPP are investigated immediately.  During the period there were 430 CRMs relating to public and environmental health received and 90% of these were actioned and finalised during the	Achieved

Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
				period.		
2.4.3.8	Undertake regular inspections of food premises to improve and maintain a high level of hygiene and food safety	Sustainable Environment and Economy	Inspections completed compliance (>90%)	30-Jun-20	<p>During 2019/20 in response to the COVID-19 pandemic Health staff changed the focus of the usual inspection regime to provide guidance and support to food stores who are able to continue trading, mostly in an alternate way to how they had traded in the past, such as the provision of takeaway or delivery meals. This supportive role continues as the restrictions are gradually lifted.</p> <p>With the reduction in trading, the food inspection program was unable to continue as planned. There were 331 regular food shop inspections and 115 COVID-19 assistance inspections.</p> <p>Also COVID-19 reduced the inspection program on temporary or mobile food stall inspection with the cancellation of 2020 Blues Festivals. There were 195 inspections carried out during 2019/20.</p>	Achieved
2.4.3.9	Undertake regular on-site sewage management inspections to ensure the protection of the community and environment	Sustainable Environment and Economy	Inspections completed compliance (>90%) Mean determination approval time (<60days)	30-Jun-20	<p>Inspection program continued satisfactorily throughout 2019/20. Mean days to determine was 56 days.</p>	Achieved
2.4.3.10	Deliver environmental and public health education programs to the community	Sustainable Environment and Economy	Programs completed (2)	30-Jun-20	<p>Food Safety education with proprietors of food premises held in conjunction with the NSW Food Authority.</p> <p>In response to the COVID-19 pandemic Health staff changed the focus of their usual inspection regime to provide guidance and support to those food and grocery shops who are able to continue trading.</p> <p>Staff produced a brochure, 'Preparing your food business for the coronavirus pandemic', and</p>	Achieved



Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
				provided it to all food businesses to assist with any questions they may have around maintaining safe food practices and complying with NSW Government Orders.		
2.4.3.11	Install native animal awareness signs (Resolution <b>18-476</b> )	Infrastructure Services	Signs purchased and installed	30-Jun-20	Tasked being progressed under resolution <b>20-224</b> . Resolution <b>20-224</b> approved the trial of rewilding Australia signage at 3 locations. Traffic counters installed to measure the impact signage has on speed at McAuleys Lane.	Achieved
2.4.3.12	Monitor and manage public and environmental health through a range of proactive inspections and surveillance programs	Sustainable Environment and Economy	Programs completed (2) Inspections completed compliance (90%)	30-Jun-20	Mosquito trapping program finalised. Food Shop inspections continued providing education in relation to COVID19 restrictions.	Achieved

# Strategy 2.5

## Encourage community appreciation of cultural vitality and diversity

### Highlights

- 6 successful applications for Local Heritage Places Funding

Strategy  
2.5

DP Action  
2.5.1

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

**Comment:** Continuing to advocate with Office of Environment and Heritage for funding to support key projects. Undertook cultural heritage study stage 1 in collaboration with local Aboriginal stakeholders which informs cultural heritage protection.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
2.5.1.1	Initiate planning for Cultural Heritage interim protocol development for integration into business activities	Corporate and Community Services	Define scope and options to progress	30-Jun-20	In principle agreement on organisational approach to cultural heritage management planning.	Partially Achieved

Strategy  
2.5

DP Action  
2.5.2

Recognise and support the heritage of Byron Shire

**Comment:** Council supports and recognises the heritage of the Byron Shire through the facilitation of the Heritage Panel, holding a Heritage Forum, and providing free heritage advice days provided throughout the year.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
2.5.2.1	Administer the Heritage Advisory Panel	Sustainable Environment and Economy	4 Meetings held	30-Jun-20	Staff assisted with management of the Heritage Advisory Panel throughout the year, ensuring they were provided with information and applications relating to heritage items.	Achieved
2.5.2.2	Administer Council's Heritage Advisor and Heritage Projects Funds	Sustainable Environment and Economy	Program complete to meet grant requirements	30-Jun-20	There were six successful applications for Local Heritage Places Funding. Applicant's have been notified and staff are assisting to ensure works are completed within timeframe.	Achieved

Operational Plan Activity	Directorate	Measure	Due	Comment	Status
				Arrangements for the 2020/21 Local Heritage Places funding are currently underway.	
2.5.2.3	Provide a free Heritage Advisory Service to the community	Sustainable Environment and Economy	Level of service use (referrals and advice >10) (events and forums >2)	<p>30-Jun-20</p> <p>Heritage Advisory Service meetings were held throughout the year by Council's Heritage Advisor. During the COVID-19 restrictions, the community was able to access advice electronically.</p> <p>An online booking system and advice request form was introduced.</p>	Achieved

**COMMUNITY OBJECTIVE 3:**

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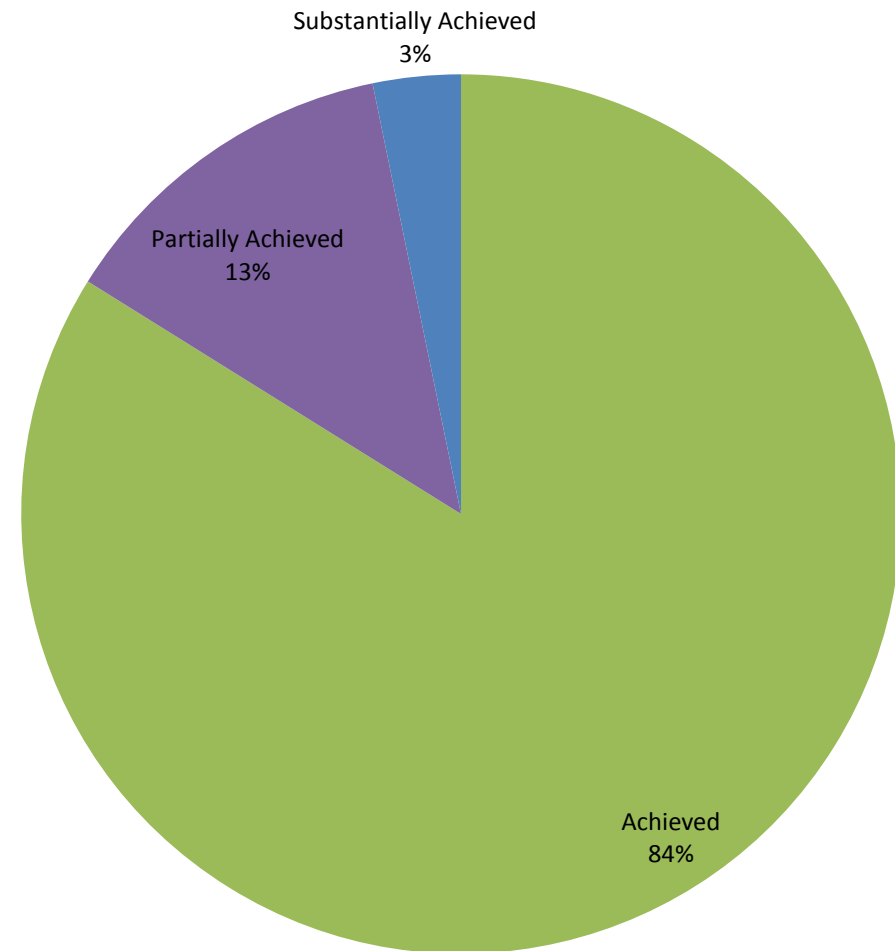
WE PROTECT  
AND ENHANCE  
OUR NATURAL  
ENVIRONMENT



## Community Objective 3:

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

## We protect and enhance our natural environment





# Strategy 3.1

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

### Highlights

- Biodiversity Conservation Strategy adopted (Resolution **20-332**)

#### Strategy 3.1

##### DP Action 3.1.1

Protect and enhance our natural environment and biodiversity

**Comment:** Numerous initiatives were delivered to protect and enhance our natural environment including: revised Biodiversity Conservation Strategy; an Integrated Pest Management Strategy; continuing to apply Environmental Zones on land with high environmental values to support their ongoing protection; undertaking feral animal trapping; supporting koala partnership projects including delivery of a highly successful dog breakfast event to educate pet owners on wildlife and domestic pet interactions and improving flying fox habitat to encourage further distancing from neighbouring properties.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status	
3.1.1.1	Continue to undertake the Biodiversity Conservation Strategy review	Sustainable Environment and Economy	Review completed	30-Apr-20	Strategy adopted at 25 June council meeting (Resolution <b>20-332</b> )	Achieved
3.1.1.2	Revise Wildlife Corridor Mapping (Biodiversity Conservation Strategy action)	Sustainable Environment and Economy	Mapping revised	30-Jun-20	RFQ's from consultants received and assessed. Project on hold due to COVID-19 impacts and carried over to 2020/21 Operational Plan.	Partially Achieved
3.1.1.3	Implement priority actions from the Biodiversity Conservation Strategy (Resolution <b>17-453</b> )	Sustainable Environment and Economy	Actions implemented (1) Grant funding sought	30-Jun-20	Biodiversity DCP commenced. Wildlife Corridor mapping commenced. Funding grants successfully applied for include pest and weeds, koalas and flying foxes.	Achieved
3.1.1.4	Continue the E zone review (Action No.9 from Rural Land Use Strategy)	Sustainable Environment and Economy	Review progressed in stages	30-Jun-20	Planning Proposal (PP1) Stage 1: Complete (PP2) Stage 2: Report to 21 May 2020 Council meeting where PP adopted. (PP3) Stage 3: In preparation.	Achieved

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
3.1.1.5	Finalise the Shire wide Integrated Pest Management Strategy	Sustainable Environment and Economy	Strategy complete	30-Sep-19	Adopted at the February Council meeting.	Achieved
3.1.1.6	Implement the Flying Fox Camp Management Plan	Sustainable Environment and Economy	Meetings with Project Reference Group Grant funding sought	30-Jun-20	Regular meetings with the Project Reference Group held and grant funding applied for.	Achieved
3.1.1.7	Continue to undertake the Flying Fox National Census	Sustainable Environment and Economy	Survey flying fox camps every 3 months	30-Jun-20	Surveys undertaken each quarter in accordance with CSIRO guidelines.	Achieved
3.1.1.8	Implement the Koala Plan of Management	Sustainable Environment and Economy	Support delivery of koala projects: Australian Research Council; Byron Habitat Corridors; Koala Watch; North East Hinterland  Deliver Dog Breakfast event (5)	30-Jun-20	Koala partnership projects supported and dog breakfast event held 26 October.	Achieved
3.1.1.9	Implement the Pest Animal Management Plan	Sustainable Environment and Economy	Deliver and report on wild dog and feral animal trapping program Commence development of pest species plans	30-Jun-20	Wild dog trapping program commenced with reports to Biodiversity Advisory Committee. Funding to implement Feral Deer plan received by Tweed SC. BSC to benefit from community awareness program.	Achieved
3.1.1.10	Implement program of steam (non-chemical) weeding	Infrastructure Services	90% of program complete	30-Jun-20	Identified steam weeding sites being treated in accordance with the Open Space program.	Achieved

DP Action  
3.1.2

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

**Comment:** Pest species profiles have been completed. New high profile sites for restoration works being developed.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
3.1.2.1	Undertake bush regeneration activities to maintain and expand restoration of HEV sites on Council owned or managed lands forming part of the Council bush regeneration program	Infrastructure Services	Commence development of pest species plans	30-Jun-20	Forms part of the bush regeneration program. All sites treated included within Councils GIS.	Achieved
3.1.2.2	Respond to biosecurity threats in a timely and efficient manner	Infrastructure Services	No Biosecurity Directions outstanding	30-Jun-20	No biosecurity threats identified in the financial year, therefore no outstanding directions	Achieved
3.1.2.3	Train and mentor community Landcare and Dunecare groups	Infrastructure Services	Positive expansion of sites under community stewardship	30-Jun-20	This was a final quarter program that was placed on hold due to impacts of COVID-19	Partially Achieved
3.1.2.4	Identify new high profile sites for restoration works	Infrastructure Services	2 commenced each year	30-Jun-20	All council bush regeneration sites included as a layer in Councils geospatial system for reporting purposes	Achieved



# Strategy Strive to become a sustainable community

## 3.2

### Highlights

- On track to meet 2025 net zero emissions target
- Draft Sustainable Catering Policy was adopted for further community consultation
- A 99kw solar carpark was installed at Council's Administration building, Mullumbimby
- Work commenced on the preparation of a Climate Adaptation Plan
- The Sustainability Awards attracted over 15 nominations

Strategy  
3.2

DP Action  
3.2.1

Work towards Council's zero-emissions target

**Comment:** Annual tracking of council emissions shows that we are on track to meet 2025 net zero emissions target. A number of key initiatives during the reporting period include; a draft Sustainable Catering Policy was adopted for further community consultation; a 99kw solar carpark was installed at Council's Administration building, Mullumbimby; and Council declared a Climate Emergency and work commenced on the preparation of a Climate Adaptation Plan.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
3.2.1.1	Implement Net Zero Emissions Strategy for Council Operations 2025	Sustainable Environment and Economy	Develop and deliver annual action plan to prioritise and evaluate emission reduction projects.	30-Jun-20	Annual report to Council in December 2019 (resolution <b>19-634</b> ). Council is on track to meeting plan drafted for reporting to Executive Team in June then Council. SERAC and internal managers attended workshops to develop the action plan - February and March 2020.	Achieved
3.2.1.2	Deliver Bioenergy Project Plan	Infrastructure Services	Assess feasibility study. Recommendation report to Council complete.	30-Jun-20	ARENA Grant review panel 02-June; results of evaluation are pending announcement. Preferred vendor is selected for further contract negotiations Engaged Price Coopers Waterhouse to review our financial models	Achieved
3.2.1.3	Build community Solar Farms at Brunswick Valley STP	Sustainable Environment and Economy	Solar farms procured and installed	30-Jun-20	Project scope still being developed, two workshops have been held.	Partially Achieved

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
3.2.1.4	Develop and implement Sustainable Catering and Sustainable Purchasing Standards for Council	Sustainable Environment and Economy	Standards complete	30-Jun-20	Sustainable Catering Policy adopted 25 June for public exhibition (resolution <b>20-300</b> ).	Achieved
3.2.1.5	Install 99kw Solar Carpark at Mullumbimby Administration Building	Sustainable Environment and Economy	Carpark constructed	30-Oct-19	Construction of the solar carpark is complete. The solar carpark has been generating renewable energy since September 2019.	Achieved
3.2.1.6	Develop a Climate Emergency Plan	Sustainable Environment and Economy	Define scope and options to progress	30-Jun-20	Action Tank workshop on hold pending relaxation of COVID-19 controls. Report on options considered at 25 June 2020 Council meeting (resolution <b>20-351</b> ).	Achieved

DP Action  
3.2.2

Support community environmental and sustainability projects

**Comment:** Community Gardens policy revised and adopted and Community Garden Guidelines developed. Community information and education sessions held including NSW ADAPT community funding and energy efficiency for businesses. Ongoing response to public enquires relating to pest management, fire management, plant identification and threatened species. Providing letters of support to community groups to assist in attracting funding for environmental projects. Council provides funding to support a BVL Landcare Officer one day per week to deliver the Land for Wildlife Program and respond to customers environmental enquiries

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
3.2.2.1	Provide coastal, environmental and sustainability information and encourage and support community activities and groups	Sustainable Environment and Economy	<p>Participate in and deliver environmental and sustainable events and information that is relevant to our community</p> <p>Support community groups through opportunities such as the Environmental and Sustainability Seminar Series</p> <p>Support Community Gardens in accordance with the Policy</p> <p>Support Zero Emissions Byron (ZEB)</p> <p>Support Brunswick Valley Landcare MOU</p>	30-Jun-20	<p>Ongoing response to public enquires relating to pest management, fire management, plant identification and threatened species.</p> <p>Ongoing events held, including two information sessions:                      - NSW Adapt in the Council Chambers, 16 October 2019                      - Energy 101 for Small Business hosted by NSW DPIE, 29th October 2019</p> <p>Media stories on koalas, flying foxes and echidnas.</p> <p>Revised Community Gardens policy exhibited and adopted.</p> <p>Staff regularly liaise and meet with ZEB to provide support and guidance on a range of issues.</p> <p>MOU with Brunswick Valley Landcare ongoing</p>	Achieved
3.2.2.2	Support Brunswick Valley Landcare to deliver the Land for Wildlife Program and biodiversity enquiries	Sustainable Environment and Economy	Quarterly reports to biodiversity advisory committee	30-Jun-20	Reports provided to Biodiversity Advisory Committee meeting.	Achieved

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
3.2.2.3	Develop a Sustainable Living Handbook	Sustainable Environment and Economy	Investigate development of online handbook	30-Jun-20	Handbook will be an online set of resources on Council website in the Sustainable Living section. It has been renamed the Sustainable Living Hub. Due for completion in late 2020.	Achieved
3.2.2.4	Develop and deliver an Award and Recognition program that acknowledges our sustainable community groups; individuals and businesses	Sustainable Environment and Economy	Investigate re-establishing previous recognition scheme	30-Jun-20	Award nominations opened with closing date extended to 5 June. The Sustainability Awards attracted over 15 nominations.	Achieved
3.2.2.5	Implement the Brunswick Valley Sustainability Centre Management Plan	Infrastructure Services	>90% initiation phase for identified projects	30-Jun-20	Project Charter; Vision; Scoping, cost estimating, and REFs underway	Partially Achieved

# Strategy 3.3

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

### Highlights

- CMP Scoping Study adopted (Resolution **20-301**)

Strategy  
3.3

DP Action  
3.3.1

Implement Coastal Management Program

**Comment:** [CMP Stage 1 Scoping](#) Study was adopted at 25 June Council meeting (resolution **20-301**). Design options for the Main Beach Shoreline project were considered at 25 June Council meeting (resolution **20-347**). 'Bringing back the Bruns' projects have been scoped and grant applications submitted to improve the Brunswick River Catchment.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
3.3.1.1	Continue preparing a Coastal Management Program (CMP) in accordance with the staged process	Sustainable Environment and Economy	Scoping Study finalised	30-Jun-20	Scoping Study adopted at 25 June Council meeting (resolution <b>20-301</b> )	Achieved
3.3.1.2	Continue pre-construction phase of Jonson Street protection works	Sustainable Environment and Economy	Design investigation for the modification of the Jonson Street protection works progressed	30-Jun-20	Report on preliminary options assessment and stakeholder engagement considered at 25 June 2020 Council meeting.	Achieved
3.3.1.3	Investigate Brunswick River Project	Sustainable Environment and Economy	Investigate funding opportunities and prepare a business plan for grant funding	30-Jun-20	Grant applications submitted, projects scoped and relevant initiatives to improve the Brunswick River catchment implemented. Projects reported to 25 June council meeting (resolution <b>20-350</b> )	Achieved
3.3.1.4	Finalise detailed design for additional flowpath from Byron Bay Sewage Treatment Plant	Infrastructure Services	Detailed design completed and Tender Documents finalised	30-Jun-20	Resolved at June 25 Council meeting Design completed for proposed works, that stretches approximately 2,300m in length, from Byron STP through Belongil fields through the Industrial Estate to Union Drain	Achieved
3.3.1.5	Identify recycled water projects that will increase recycled water usage	Infrastructure Services	Finalisation of a Recycled Water Strategy	30-Jun-20	Byron Bay Urban Recycled Water Scheme signed agreements. Installed 3 recycled water filling stations (Bangalow, Byron and Mullumbimby). Initiation and Implementation of Mullumbimby Recycled Water Management Strategy.	Substantially Achieved

# Strategy

## Support and secure our farming future

### 3.4

### Highlights

- Small Farms Grant to deliver agricultural and land management workshops and a farmers handbook

Strategy  
3.4

DP Action  
3.4.1

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

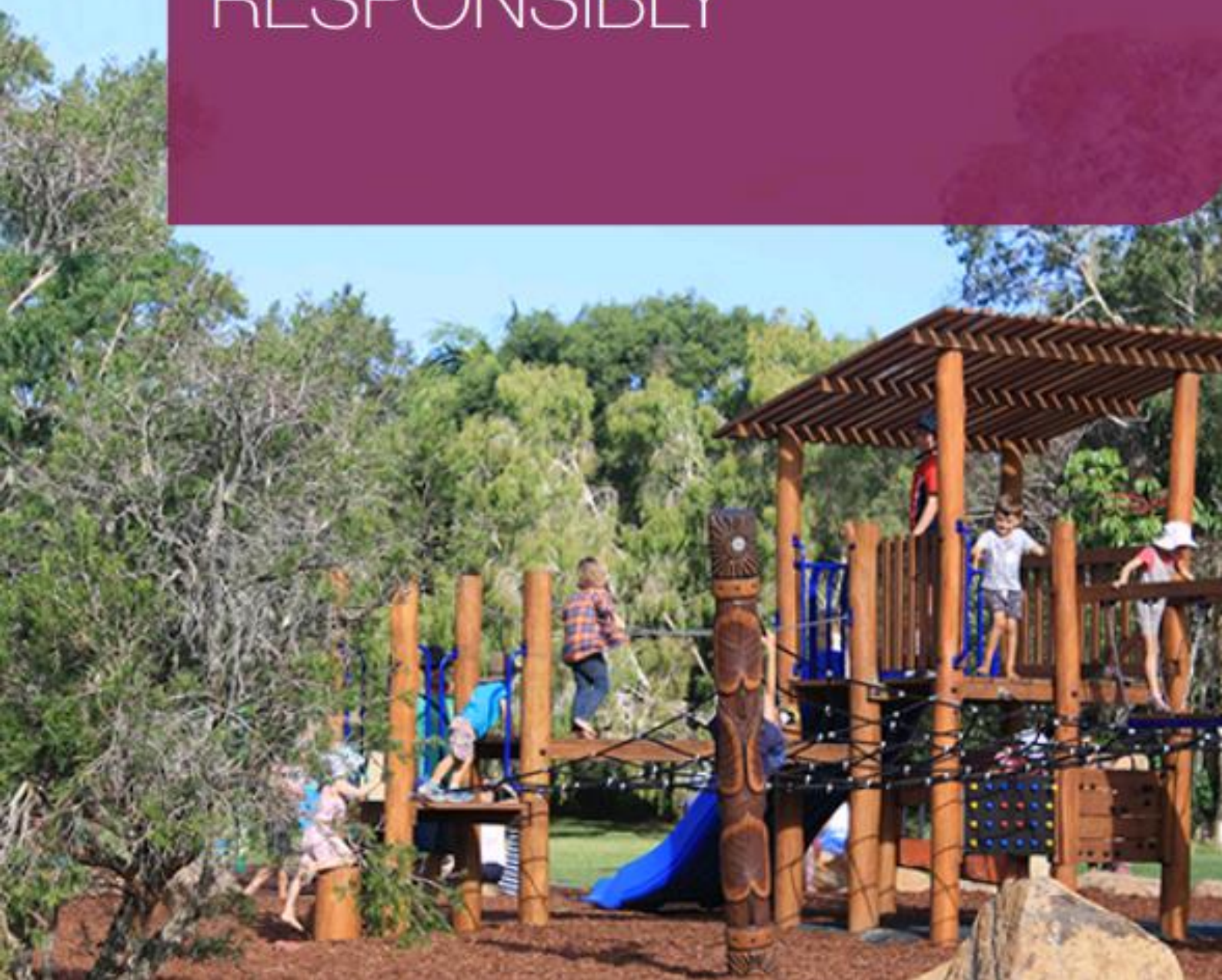
**Comment:** Council was successful in attracting a Small Farms Grant which will deliver agricultural and land management workshops and a farmers handbook. An Agricultural Cluster Group comprising local farmers and industry representatives has been formed to guide the delivery of agricultural projects. Council was successful in securing funding through the Pest and Weed grant to enable the employment of an Agricultural Extension Officer and feral animal and weed control.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
3.4.1.1	Finalise and Implement Agriculture and Agribusiness Action Plan	Sustainable Environment and Economy	Meetings with Agricultural Cluster Group and Industry (3) Finalise and commence implementation of actions from the Agriculture and Agribusiness Action Plan (2)	30-Jun-20	Cluster Group meetings held. Farmers Farm and Cows do moo brochure updated. Small Farm Grant being delivered. Farmers handbook in development.	Achieved



**COMMUNITY OBJECTIVE 4:**

WE MANAGE  
GROWTH AND  
CHANGE  
RESPONSIBLY



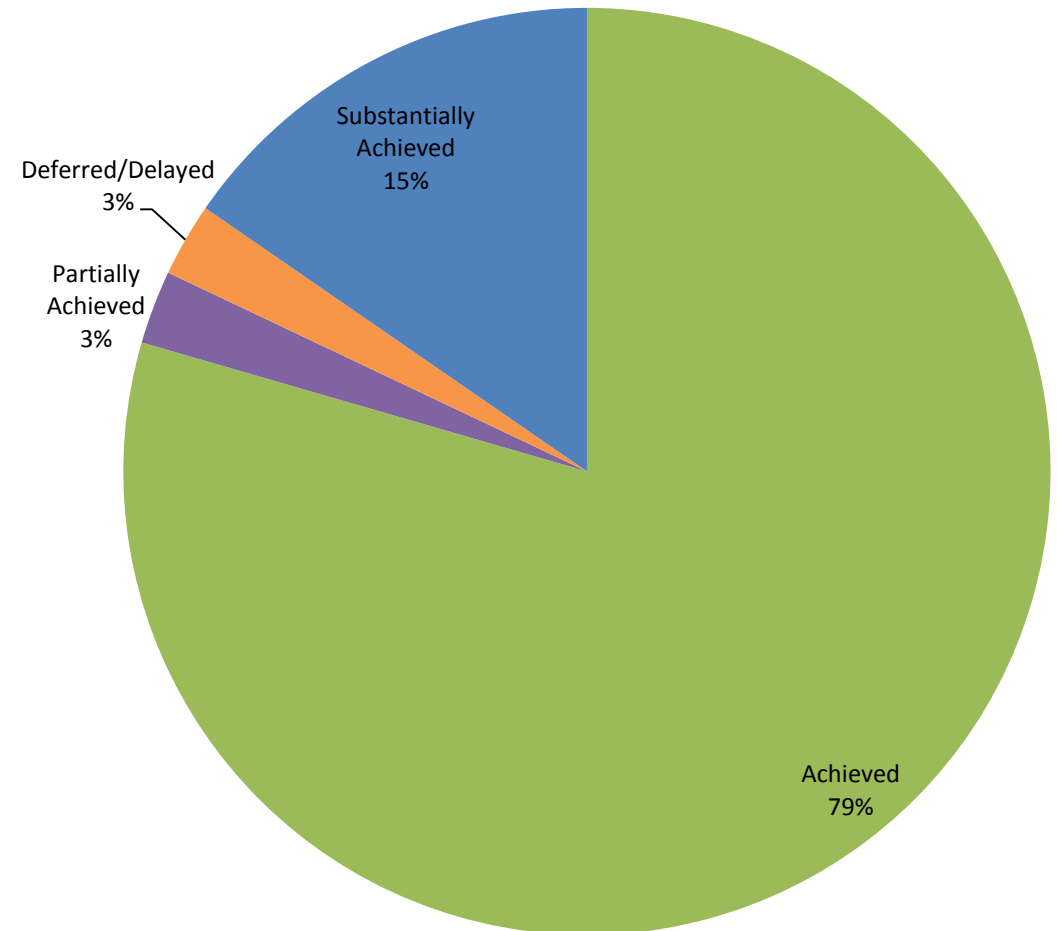
## Community Objective 4:

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

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

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

## We manage growth and change responsibly





# Strategy 4.1

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

### Highlights

- Establishment of Place Planning Collective
- Amendment to enable precinct based Short Term Rental Accommodations prepared, awaiting Gateway determination
- Six applicant initiated Planning Proposals were progressed along with annual amendments to the LEP and DCP
- An amendment to DCP 2014 is being progressed to include Residential Locality Narratives
- A total of 1522 10.7 certificates were issued in 2019/21

Strategy  
4.1

#### DP Action 4.1.1

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

**Comment:** Amendments to both the LEP and DCP have been progressed to enable the visions and actions articulated in the Masterplans to be realised. An amendment to the LEP was made to enable re-use of the old Byron Hospital and work commenced on the re-purposing of the old Mullum Hospital site. The Local Strategic Planning Statement was prepared in accordance with State Government requirements.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
4.1.1.1	Progress draft Planning Proposal and DCP chapter to amend planning controls for Byron Bay town centre (Byron Bay Town Centre Masterplan action)	Sustainable Environment and Economy	Progress in accordance with Gateway Determination	30-Jun-20	Council resolved at the 16 April 2020 meeting to put further consideration of the Byron Bay Town Centre Planning Proposal - Review of Planning Controls and draft DCP 2014 Chapter E9 on hold to enable the establishment of a Design Panel and to allow for further consideration of applying SEPP 70 within the Byron Bay Town Centre. Design Panel being scoped.	Achieved
4.1.1.2	Continue to develop Our Mullumbimby Masterplan	Sustainable Environment and Economy	Adoption of Masterplan by 31 December 2019.	30-Jun-20	Adopted at 12 December 2019 Council meeting	Achieved
4.1.1.3	Early delivery of Our Mullumbimby Masterplan through seed funding activation project	Sustainable Environment and Economy	Support community group grant application	30-Jun-20	Included as an action in the draft Masterplan for seed funding for activation projects.	Achieved

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
4.1.1.4	Implement high priority actions from the Bangalow Village Plan	Sustainable Environment and Economy	Prepare Implementation Plan  Establish governance group	30-Jun-20	Preparation of the DCP (item 4.1.1.5 below) is a priority item in the Implementation Plan.  Place Planning Collective (governance group) established and first meeting held 16 March with successive meetings thereafter.	Achieved
4.1.1.5	Prepare Structure Plan and Development Control Plan for Bangalow town centre/Station Street	Sustainable Environment and Economy	Structure Plan and DCP drafted	30-Jun-20	Project scope for DCP has commenced.	Partially Achieved
4.1.1.6	Develop the Byron Arts and Industry Estate Precinct Plan	Sustainable Environment and Economy	Finalise implementation plan and commence actions (1)	30-Jun-20	Precinct Plan adopted at 25 June Council Meeting (Resolution <b>20-285</b> ). Project planning for one way trial of Centennial Circuit commenced.	Achieved
4.1.1.7	Amend Local Environmental Plan and Development Control Plan in accordance with Mullumbimby Hospital Precinct Plan	Sustainable Environment and Economy	Amendments commenced	30-Jun-20	degenhartSHEDD engaged to undertake design refinement of Structure Plan, as input to Echelon Stage 2 feasibility assessment. Work on hold pending site contamination issues.	Achieved
4.1.1.8	Amend Local Environmental Plan and Development Control Plan in accordance with Byron Hospital plan	Sustainable Environment and Economy	Amendments commenced	30-Jun-20	Planning Proposal submitted to Parliamentary Counsel's Office for drafting 25 June 2020	Achieved
4.1.1.9	Prepare Local Strategic Planning Statements	Sustainable Environment and Economy	Statements prepared	30-Jun-20	Draft Local Strategic Planning Statement public submissions report to 18 June Planning Meeting and LSPS adopted with minor changes (Resolution <b>20-287</b> ).	Achieved
4.1.1.10	Deliver projects in Tweed Street, such as pocket parks and landscaping (resolution <b>18-435</b> )	Infrastructure Services	Projects delivered	30-Jun-20	Pocket parks, street greening and pedestrian crossing works complete onsite in consultation with community. Projects incorporated minor seal and linemarking works to improve safety as requested by community	Achieved
4.1.1.11	Progress Sandhills Reserve management transition in accordance with Crown Lands Management Act.	General Manager Office	Agreement reached on management approach	30-Jun-20	Licence over Sandhills obtained. Agreement reached on management options, however unable to be progressed to final option as Department of Planning Industry and Environment - Crown Lands yet to finalise some of their processes.	Substantially Achieved

DP Action  
4.1.2

Ensure consistency of place-based projects with community Place Plans through embedding a governance framework that includes planning, implementation and ongoing management

**Comment:** A Place Planning Collective was formed comprising local residents from across the Shire to assist Council in delivering the actions from the Mullumbimby, Bangalow and Byron Arts and Industry Estate Masterplans. An internal working group was established to discuss the delivery and funding of Masterplan projects.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
4.1.2.1	Facilitate Guidance Groups	Sustainable Environment and Economy	Guidance Group meetings (4)	30-Jun-20	Place Collective first meetings held in March with subsequent meetings in May and June 2020.	Achieved
4.1.2.2	Cross directorate coordination of funding and delivery of projects from Place Plans	Sustainable Environment and Economy	Funding Implementation Plan prepared in consultation with Directorates for next year's budget	30-Nov-19	Being considered in line with budget preparations for 2020/21	Achieved

Manage development through a transparent and efficient assessment process

**Comment:** Council continues to assess and determine development applications, construction certificates, subdivision certificates, and complying development applications in accordance with established timeframes.

Operational Plan Activity	Directorate	Measure	Due	Comment	Status
4.1.3.1	Sustainable Environment and Economy	1. Time taken to determine development applications under delegated authority - Average = 70 days, Median = 60 days 2. Time taken to determine modification applications under delegated authority - Average = 50 days, Median = 40 days 3. % of applications determined within 50 days under delegated authority >50% 4. % of modified applications determined within 40 days under delegated authority >60%	30-Jun-20	1. Time taken to determine development applications under delegated authority - Average = 60, Median = 38 2. Time taken to determine modification applications under delegated authority - Average = 34 days, Median = 24 3. 65% of DAs determined within 70 days under delegated authority 4. 82% of modified applications determined within 40 days under delegated authority	Achieved
4.1.3.2	Sustainable Environment and Economy	80% Construction Certificates processed in <28 working days 80% subdivision certificates processed in <28 working days	30-Jun-20	83% Construction Certificates processed within 28 days. 86% Subdivision Certificate were issued.	Achieved
4.1.3.3	Sustainable Environment and Economy	80% Complying Development Applications processed in <20 working days	30-Jun-20	82% Complying Development Certificates issued within 20 working days.	Achieved

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
4.1.3.4	Undertake construction inspections as a PCA	Sustainable Environment and Economy	95% compliance inspections completed in 2 days of notification	30-Jun-20	100% of inspections are carried out within two days of the requested date. An online booking system was introduced to allow builders to book inspections and upload documentation through computers or smartphones.	Achieved
4.1.3.5	Respond to and investigate complaints against building standards	Sustainable Environment and Economy	Statutory requirements met	30-Jun-20	Complaints against building standards are investigated immediately or referred to the relevant Private Certifier for rectification.	Achieved
4.1.3.6	Conduct the Swimming Pool and Fire Safety inspection program	Sustainable Environment and Economy	Statutory requirements met	30-Jun-20	Swimming pool inspection program to inspect high-risk and sale or leased properties was carried out throughout 2019/2020.  There were 168 inspections (inc. 64 re-inspections) of high risk and sale or leased properties.	Achieved
4.1.3.7	Consult and engage with the local development industry	Sustainable Environment and Economy	At least 1 forum and 1 newsletter provided	30-Jun-20	During 2019/20 18 newsletters were sent to the development, building and plumbing industries. The building and plumbing industry newsletters were introduced this year. These newsletters provided an important communication tool to reach with these industries to introduce changes to our processes, such as online lodgement of applications and the introduction of our online inspection booking system.  During the COVID-19 pandemic we increased newsletter production to keep these industries up to date with the changes to Council's customer service operations, application lodgement, consultations and inspection protocols.	Achieved
4.1.3.8	Provide a range of development support services to applicants including pre lodgement advice and a development	Sustainable Environment and Economy	80% development advice to applicants in <21 days Web site and collateral maintained to reflect current legislation	30-Jun-20	100% development advice issued within 21 days. The DA Process and Advices web pages have been updated to reflect changes implemented during the COVID-19 pandemic, such as	Achieved

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
	advisory panel				requiring online DA lodgement and the ceasing of over-the-counter advice.	
4.1.3.9	Prepare a Planning Proposal to enable precinct based Short Term Rental Accommodation.	Sustainable Environment and Economy	Amendment to Local Environmental Plan made	30-Jun-20	Planning proposal to amend the Local Environmental Plan reported to February Council meeting and sent to the Department for Gateway notification. Awaiting DPIE clarification on advice given.	Substantially Achieved
4.1.3.10	Prepare and assess Planning Proposals and Development Control Plans, and amend Local Environmental Plan maps	Sustainable Environment and Economy	80% of applicant initiated Planning Proposals reported to Council within 90days	30-Jun-20	Six applicant initiated planning proposals were received in 2019/20. None of the six applications met the 90day reporting timeframe as nearly all cases related to complex issues and/or additional information requirements to adequately assess the proposal. The Planning Proposal assessment procedure is up for review in 2020/21 and this matter will be considered as part of the review	Deferred/ Delayed
4.1.3.11	Prepare DCP Character Design Guideline for Low Rise Medium Density Housing Code	Sustainable Environment and Economy	DCP character precincts are prioritised and progressed.	30-Jun-20	At the May Council meeting Council resolved to amend DCP 2014 to include Residential Locality Narratives and cross reference in related DCP chapters. Exhibition commences July.	Achieved
4.1.3.12	Administer 10.7 certificates, allocation of property addresses and update property subdivisions in GIS and Authority	Sustainable Environment and Economy	95% of 10.7 requests processed in 5 working days  Report monthly on requests for property addresses  Update property information in Authority and GIS	30-Jun-20	10.7 Certificate and property address statistics reported monthly.  Only two 10.7 certificates not processed in 5 working days from over 1400 certificates issued.  Authority and GIS property information updated as required.	Achieved

# Strategy 4.2

## Support housing diversity in appropriate locations across the Shire

### Highlights

- Draft Residential Strategy was prepared and exhibited
- Draft Affordable Housing Contribution Policy was developed and exhibited

### Strategy 4.2

#### DP Action 4.2.1

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

**Comment:** A draft Residential Strategy was prepared and exhibited with a further exhibition of additional investigation areas to commence shortly. An amendment to the Rural Land Use Strategy to enable 'intentional' communities was investigated and deemed by council to not proceed. A draft Affordable Housing Contribution Policy was developed and exhibited. A report on deliberative development models to facilitate the delivery of accessible housing was prepared. A planning proposal to enable housing diversity was exhibited for Lot 22 Mullumbimby. A Flood Study for Southern Mullumbimby Accessible Housing Precinct, which includes Lot 22, was prepared.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
4.2.1.1	Finalise the Residential Strategy	Sustainable Environment and Economy	Strategy adopted by Council and sent to Department of Planning for their endorsement.	30-Jun-20	Due to Council resolutions strategy project scope was split into two separate phases to address low rise medium density code and character statement preparation and assessment of greenfield sites. This required further reporting and public exhibition of the strategy. Report on public submissions requesting new areas to be included reported to 25 June 2020 meeting.	Substantially Achieved
4.2.1.2	Amend Rural Land Use Strategy to include priority site/s for future rural lifestyle living opportunities in the form of 'intentional' communities'	Sustainable Environment and Economy	Progress amendment	30-Jun-20	Council resolved at May 2020 meeting to not proceed with amending the Rural Land Use Strategy to identify The Saddle Road as a site for providing affordable housing in the form of intentional eco-communities.	Achieved
4.2.1.3	Prepare an Affordable Housing contribution scheme under SEPP 70 to be incorporated in the local planning framework controls	Sustainable Environment and Economy	Affordable Housing contribution scheme prepared	30-Jun-20	Council at May 2020 meeting resolved to adopt the draft Affordable Housing Contribution Scheme and Planning Agreements Policy. Public exhibition has commenced.	Achieved



Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
(Action in Residential Strategy)						
4.2.1.4	Investigate and implement planning controls to encourage an increase in the supply of affordable and inclusive housing stock (Action in Residential Strategy)	Sustainable Environment and Economy	Progress and support Accessible Housing Projects	30-Jun-20	Report to Council May meeting providing a draft Policy on affordable housing contributions to set a framework for seeking contributions including Planning Agreements. (20- 213)	Achieved
4.2.1.5	Prepare a report on deliberative development models to facilitate the delivery of accessible housing	Sustainable Environment and Economy	Report prepared	31-Jan-20	Echelon Planning provided Stage 1 report Dec 2019. Stage 2 report on hold waiting for design concepts for Mullumbimby Hospital site and Lot 22.	Achieved
4.2.1.6	Prepare Integrated Flood Study for Southern Mullumbimby Accessible Housing Precinct which includes Lot 22	Sustainable Environment and Economy	Integrated Flood Study prepared	30-Jun-20	Consultant presentation on key highlights of draft Flood Study at March Strategic Planning Workshop. Updated Flood Study received from Consultant.	Achieved
4.2.1.7	Progress future use of Lot 22, Mullumbimby Planning Proposal and Design Charrette	Sustainable Environment and Economy	Amendments to LEP made	30-Jun-20	Due to Council resolutions, Lot 22 planning proposal has required additional work; a flood impact assessment and design concept plans. Design consultant engaged to prepare concept plans for the site and flood study completed. Report on Planning Proposal submissions and previous resolutions to be considered by Council in August 2020.	Substantially Achieved



# Strategy 4.3

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

### Highlights

- Strategic Business Panel workshops held with industry representatives

Strategy  
4.3

DP Action  
4.3.1

Facilitate and support sustainable development of our business community

**Comment:** A Business Impacts, Resilience and Continuity Survey is currently underway and will inform further review of the Economic development Strategy. Workshops have been held through the Strategic Business Panel with industry representatives on matters such as incubation hubs and economic statistical data.

	Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
4.3.1.1	Review and implement the Economic Development Strategy and Action Plan	Sustainable Environment and Economy	Review completed	30-Jun-20	Business Impacts, Resilience and Continuity Survey underway. Findings to inform review of Strategy. A new survey was undertaken surrounding the impacts of COVID on local businesses this information will further inform the strategy.	Substantially Achieved
4.3.1.2	Continue to strengthen partnerships between Council and the business community through the Strategic Business Panel and Business Roundtable	Sustainable Environment and Economy	Activities delivered (2)	30-Jun-20	Strategic Business Panel met in March and June. Plan for Strategic Business Panel workshop-training on ID Profile data tool on Council website- 11 June. Workshops with Business community 23 June.	Achieved

# Strategy

## 4.4

# Support tourism and events that reflect our culture and lifestyle

## Highlights

- Engagement on Sustainable Visitation Plan

Strategy  
4.4

DP Action

4.4.1

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

**Comment:** A draft Sustainable Visitation Strategy was prepared with further work in progress on a resilience chapter as a result of recent floods, fire and pandemic affects on the industry. The establishment of a Voluntary Visitor Fund was investigated with industry leaders and a fund was established at councils two caravan parks.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
4.4.1.1	Develop a new Byron Shire Sustainable Visitation Plan	Sustainable Environment and Economy	Strategy complete and actions commenced; Accessible Tourism included in visitation plan	30-Jun-20	Draft SVS adopted for public exhibition at March 2020 meeting. Exhibition paused to develop new chapter on 'Resilience' in light of COVID-19 impact on industry and community.	Substantially Achieved
4.4.1.2	Continue to lead, build and strengthen strategic tourism partnerships	Sustainable Environment and Economy	Participate in Destination Byron Board, Byron Visitor Board, Cross Border Tourism Group, LGA Tourism Managers Group	30-Jun-20	Council has attended monthly board and steering committee meetings and collaborated with industry. This is ongoing and will continue in the 2020 / 2021 financial year	Achieved
4.4.1.3	Deliver Voluntary Visitor Fund (resolution 18-556)	Sustainable Environment and Economy	Consult with Industry; Report on allocation of funds	30-Jun-20	Report considered at 25 June Council meeting.	Achieved

# Strategy 4.5

## Work to improve community resilience in our changing environment

### Highlights

- Business and Industrial Land Strategy developed

Strategy  
4.5

DP Action  
4.5.1

Develop and implement strategies for our community's needs

**Comment:** "The Business and Industrial Land Strategy was adopted by Council is awaiting endorsement from state government.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
4.5.1.1	Finalise the-Business and Industrial Land Strategy	Sustainable Environment and Economy	Strategy sent to Department of Planning for endorsement	30-Jun-20	Adopted at February Council meeting.	Achieved
4.5.1.2	Implement priority actions in the Employment Lands Strategy	Sustainable Environment and Economy	Actions commenced (1)	30-Jun-20	Following 3 actions have commenced: <ul style="list-style-type: none"> <li>• Action 18 – working with the Arakwal. Funding secured and work on hold due to COVID 19</li> <li>• Action 19 - progressed with the summary report on our land use strategies – reported to Executive Team in Jan 2020</li> <li>• Action 21 – flood plain risk management study</li> </ul>	Achieved



**COMMUNITY OBJECTIVE 5:**

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WE HAVE  
COMMUNITY LED  
DECISION MAKING  
WHICH IS OPEN  
AND INCLUSIVE

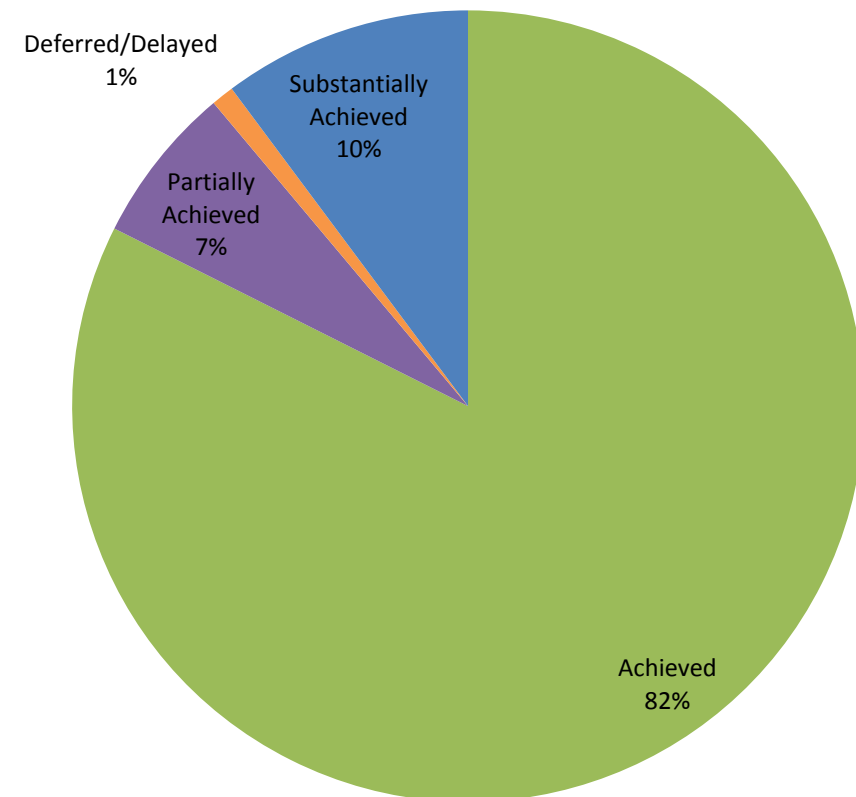
## Community Objective 5:

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

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

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

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





# Strategy

## Engage and involve community in decision making

### 5.1

### Highlights

- Recommendations from the [Byron Model](#) endorsed by Council and implementation plan developed for two-year trial
- [Community Participation Plan](#) adopted and published on the NSW Planning Portal
- Youth Challenge program delivered with students from Mullumbimby High School
- Assistive technology support provided through ReadSpeaker on Council's website
- [Community Survey](#) completed,

### Strategy 5.1

#### DP Action 5.1.1

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

**Comment:** Council adopted the [Community-Led Governance Principles](#) and has incorporated these principles into operations and in the Community Engagement Strategy. Inclusive community consultation and stakeholder engagement has been facilitated through a number of Council initiatives including the "Byron Model" actions, the "Youth Leadership Challenge", community roundtable meetings and delivery of community satisfaction survey which have all informed Council decision making. A Community Participation Plan in accordance with state government legislative requirements was prepared and adopted.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
5.1.1.1	Revise Community Engagement Policy to incorporate outcomes of the Byron Model	General Manager Office	Policy finalised and implemented; Inclusive consultation and stakeholder engagement strategies incorporated	31-Aug-19	<a href="#">Byron Model</a> approved by Council in Sept. Working on changes to Community Engagement Plan.	Achieved
5.1.1.2	Implement the "Byron Model" for deliberative democracy under a 2 year trial	Corporate and Community Services	Model implemented; inclusive consultation and stakeholder engagement strategies incorporated	30-Jun-20	The <a href="#">Byron Model</a> recommendations were endorsed by Council on 26 September 2019. An Internal Implementation Plan has been developed and the delivery of actions is on track. Key achievements to date include the Citizen Lottery which opened for registration on 18 December 2019 and is actively being promoted and utilised, a review of Council's website for accessibility, the development of an Accessible Document Plan and Toolkit, review of Council's Petition Guidelines and, improvements	Achieved

Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
				to Councils Operational Plan reporting. Work is continuing on other activities to deliver on the panel's recommendations.		
5.1.1.3	Hold quarterly community roundtables meetings	General Manager Office	Minimum 3 community roundtables held per year	30-Jun-20	Meeting held in March. Community Roundtable scheduled for 13 May 2020 was cancelled because of COVID-19. Next meeting to be held on 19 August.	Achieved
5.1.1.4	Conduct Community Survey	General Manager Office	Data collation complete (for reporting in July)	30-Jun-20	Consultant engaged. <a href="#">Community Survey</a> completed, reported to Council in June 2020 and available on Council's website.	Achieved
5.1.1.5	Prepare a Community Participation Plan	Sustainable Environment and Economy	Plan prepared	31-Dec-19	<a href="#">Community Participation Plan</a> adopted and published on the NSW Planning Portal.	Achieved
5.1.1.7	Develop and implement youth advisory/ leadership program	Corporate and Community Services	Program commenced	30-Jun-20	The Youth Leadership Challenge commenced on 30 October 2019, with a workshop held for students from Mullumbimby High School. The program was delivered over 5 weeks, finishing with the young people presenting to Council at the 28 November 2019 Ordinary Meeting of Council. A subsequent notice of motion was submitted by Cr Lyon to support the young people in the delivery of their proposed solution, being a 'Food Waste Expo' on 29 April 2020 (resolution <b>19-681</b> ). Due to COVID-19, this expo has been deferred until the restrictions are lifted.	Achieved



Enhance staff capacity in community engagement

**Comment:** Staff training in IAP2 ensure development of skills and knowledge in the principles of community engagement. There is ongoing work being undertaken in development of an engagement toolkit to assist staff in community engagement activities.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.1.2.1	Continue to build staff capacity in community engagement	General Manager Office	6 staff completed IAP2 Engagement Essentials	30-Jun-20	Training was booked for 25 March but postponed because of COVID1-19. Now looking at second half of 2020.	Achieved
5.1.2.2	Implement inclusive Community Engagement Policy	General Manager Office	Staff to be implementing communication and engagement policies for major projects and for other issues of interest and importance to the community; access and inclusion incorporated into Community Engagement Policy	30-Jun-20	This is ongoing.	Achieved
5.1.2.3	Develop Engagement Toolkit for staff to include Council providing information in Plain English	General Manager Office	Staff to be using Engagement Toolkit when planning for and implementing projects of engagement with community; access and inclusion elements incorporated into engagement toolkit; staff report using the access and inclusion elements of the toolkit	31-Dec-19	This is ongoing. Information is available on Council's intranet.	Achieved

DP Action  
5.1.3

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

**Comment:** Community access to Council information has been supported through assistive technology on Council's website, livestreaming Council meetings, and various online services including development applications and mapping software.

Operational Plan Activity	Directorate	Measure	Due	Comment	Status
5.1.3.1 Make available Council's Ordinary Meeting business papers; enable business papers to be accessed by persons using assistive technology	Corporate and Community Services	>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	30-Jun-20	<a href="#">Council Business Papers</a> have been 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. Staff are working with InfoCouncil to seek alternative methods of publishing the business papers to further improve accessibility. Livestreaming of Council meetings commenced 19 March 2020.	Achieved
5.1.3.2 Develop online governance manual	General Manager Office	Online Governance Manual adopted by ET	30-Jun-20	Completed	Achieved
5.1.3.3 Improve access to Council meetings for the hearing impaired	Corporate and Community Services	Induction loop installed. Unwanted background noise cut out for users with compatible hearing aids.	30-Jun-20	Hearing aid solution for Council chambers installed and operational	Achieved
5.1.3.4 In consultation with users, improve the look and feel of the eServices portal on Council's website, within the limits of the eServices configuration options	Corporate and Community Services	Overall rating improvement across the following metrics: 1. Satisfaction 2. Recommendations 3. Usability 4. Online transaction volume	30-Jun-20	Customer "Report iT" website form replaced with more user friendly form. Internal efficiency improvement also implemented in routing customer requests to the area actioning the request.	Achieved

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
5.1.3.5	Facilitate and promote online opportunities for community access and make community access opportunities accessible to people using assistive technology	General Manager Office	4 projects promoted through <a href="http://www.yoursaybyronshire.com.au">www.yoursaybyronshire.com.au</a> ; # of projects promoted through yoursaybyronshire are compatible with screen and text readers; work towards and progress through the requirements of WCAG 2.1	30-Jun-20	Examples of online opportunities are LSPS , Dingo Lane, Mullumbimby I&I project, Biodiversity Conservation Strategy.	Achieved
5.1.3.6	Increase use of online and social media engagement tools - such as 'yoursay', Instagram polls and menti	General Manager Office	% of engagement via online methods; # of projects promoted through yoursaybyronshire are compatible with screen and text readers	30-Jun-20	The majority of projects are promoted via channels including yoursaybyronshire, social media, E News.	Achieved

# Strategy 5.2

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

### Highlights

- [Quarterly reporting](#) on Council's Delivery Program and Operational Plan
- [Annual Report and Financial Statements](#) completed and submitted to Office of Local Government
- A new [online public mapping service](#) is now available to the public.

Strategy 5.2

DP Action 5.2.1

Provide timely, accessible and accurate information to the community

**Comment:** Council's Integrated Planning and Reporting framework has been embedded into the organisation with monthly internal reporting and quarterly reporting to Council. Detailed information is available on Council's website. Council has implemented initiatives to continually upskill front line staff to enable the provision of timely and accurate information to the community.

Operational Plan Activity	Directorate	Measure	Due	Comment	Status
5.2.1.1 Review Operational Plan annually	Corporate and Community Services	New Operational Plan prepared; DIAP strategies incorporated into new Operational Plan	31-May-20	The <a href="#">2019/20 Operational Plan</a> was adopted in June and implementation commenced in July. Preparation of the 2020/21 Operational Plan commenced in October 2019 with internal consultation occurring through to May 2020, with particular emphasis on the impact of COVID-19 on proposed activities. The Executive Team hosted 'Community Conversation' sessions on 24 February 2020 to invite members of the public to ask questions and have their say to inform the draft preparation of the plans. This has been supplemented with ongoing online engagement on Council's yoursay page. The draft Operational Plan was endorsed for public exhibition at the 25 June 2020 Ordinary Council Meeting.	Achieved
5.2.1.2 Embed and implement corporate planning and reporting software	Corporate and Community Services	Implement software	30-Jun-20	The LGSS Pulse Module Corporate Planning and Reporting has been purchased and work to implement commenced in May 2020. Organisational use will commence in July 2020	Achieved

Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
				for reporting on the 2020/21 Operational Plan.		
5.2.1.3	Continuous improvements of reporting on progress of Delivery Program actions	Corporate and Community Services	6 monthly report made available to Councillors and public; Annual Report on DIAP available to Councillors and public	30-Jun-20	The <a href="#">6-monthly Delivery Program report</a> has been prepared.	Achieved
5.2.1.4	Prepare and submit Annual Report	Corporate and Community Services	Annual Report and associated documentation submitted to OLG; Annual Report on DIAP provided to ACWG	30-Nov-19	<a href="#">2018/19 Annual Report</a> presented to the 24 October Ordinary Council Meeting. The Annual Report has been placed on Council's website and notification sent to the Office of Local Government on 31 October.	Achieved
5.2.1.5	Keep community informed about community-led governance opportunities, projects and progress	General Manager Office	Updates on opportunities and achievements in community-led governance published quarterly	30-Jun-20	Ongoing. Information available on Council's <a href="#">website</a> .	Achieved
5.2.1.6	Publish GIPA open access information online	Corporate and Community Services	Open access information published online and compatible with screen and text readers	30-Jun-20	<a href="#">Open access information</a> published online as per GIPA act. However, not all content is compatible with screen readers; ongoing improvements are planned for this activity.	Achieved
5.2.1.7	Develop 'knowledge bank' as one-stop-shop for information (i.e. internal cheat sheet/script on key Council topics)	Corporate and Community Services	Knowledge bank established	30-Jun-20	Customer Service team have developed fact sheets/help guides and scripts for common service topics and uploaded to Intranet for staff access. Communication to All Staff about the 'Knowledge Bank' completed. Fact sheets/guides to be continually updated and added to.	Achieved
5.2.1.8	Ensure published information meets Disability Inclusion Accessibility requirements	Corporate and Community Services	% of information meets WCAG 2.1 AA requirements	30-Jun-20	Read speaker program is operational.	Achieved
5.2.1.9	Develop online information that promotes inclusive recreation opportunities in the Shire consistent with the Open	Infrastructure Services	Refresh of online information complete; # of accessible and inclusive recreation opportunities in	30-Jun-20	Working with the ACWG, Facilities Coordinator and Asset Management to develop online resource .	Partially Achieved

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
	Space and Recreation Plan including open space accessibility		the Shire			
5.2.1.10	Develop information package to support understanding and use of the Open Space framework and hierarchy consistent with the Open Space and Recreation Plan	Infrastructure Services	Information Packaged published and includes access related items; ongoing consultation with the Access Consultative Working Group	30-Jun-20	Working with assets team to develop online resource.	Partially Achieved
5.2.1.11	Support provision of geospatial information to the public via council's website, subject to investigation of funding sources	Corporate and Community Services	Geospatial information available on Council's website	30-Jun-20	A new <a href="#">online public mapping service</a> is now available to the public.	Achieved

DP Action  
5.2.2

Incorporate wellbeing framework within organisation to inform decision making

**Comment:** Support community to develop and deliver place based projects that support their wellbeing and community aspirations

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.2.2.1	Implement the wellbeing framework	Corporate and Community Services	Wellbeing framework toolkit implemented	30-Jun-20	In development, awaiting further confirmation of priorities.	Partially Achieved
5.2.2.2	Facilitate annual Community Donations Program via advertised grant round and community workshops	Corporate and Community Services	Funds allocated equitably and transparently to community based organisations	30-Jun-20	<a href="#">2020-21 FY round</a> is currently advertised calling for applications. Applications close 3 July. Four projects funded in 19-20 round will have delayed completion date due to COVID-19 19 restrictions. Five funded projects have been completed from the 19-20 round.	Achieved



DP Action  
5.2.3

Provide access to publicly available corporate registers

**Comment:** Corporate registers are reviewed and updated regularly and are accessible to the public online or in person by request. A significant review of Council's policies was undertaken this financial year, with all adopted policies available online.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
5.2.3.1 Maintain, publish and report on relevant registers – including Councillors and designated staff Disclosures of Interest, Councillor and staff gifts and benefits, and staff secondary employment	Corporate and Community Services	100% of disclosures by Councillors and staff captured and reported as required	30-Jun-20	Councillors and Staff Declarations of Interest Disclosure Register is updated as disclosures are received, and reported as required. <a href="#">Annual Returns of Interests</a> are published to Council's website in accordance with the GIPA Act. Gifts and Benefits and Secondary Employment declarations registers are maintained as required.	Achieved
5.2.3.2 Maintain register of delegations	Corporate and Community Services	Current delegations maintained	30-Jun-20	Delegations are monitored regularly and updated as required, based on amendments to legislation and staff movements within the organisation. The most recent amendments were made in March 2020, following the 6 monthly report to the Executive Team.	Achieved
5.2.3.4 Policies reviewed, updated and published online	Corporate and Community Services	100% of policies adopted by Council are available online within 7 days of adoption; online information to meet WCAG 2.1 AA requirements	30-Jun-20	All of Council's adopted policies are available on <a href="#">Council's website</a> . Online information is currently under ongoing review to meet WCGA 2.1 AA requirements.	Achieved

DP Action  
5.2.4

Support Councillors to carry out their civic duties

**Comment:** Councillors are supported to carry out their civic duties with learning and development programs, provision of facilities, payment of expenses, Council meeting secretariat support, briefing sessions and processing of councillor requests.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status	
5.2.4.1	Implement Councillor learning, development and capability framework	Corporate and Community Services	Training program delivered based on Councillors' identified needs	30-Jun-20	Councillors were invited to undertake a self-assessment via the LGNSW portal. Training has been delivered as required/requested including Social media training provided by 'Safe on Social' on 24 October 2019, which was attended by 4 Councillors.	Achieved
5.2.4.2	Deliver Council meeting secretariat – including agenda preparation, minutes and council resolutions monitoring	Corporate and Community Services	Agendas posted on website 7 days prior to meeting Minutes posted within 48 hours of meeting	30-Jun-20	Council Meeting Agendas are published on Council's website 7 days before the meeting, and Meeting Minutes are posted to Council's website within 2 working days. A review of the Quarterly Resolution reports was undertaken resulting in improving searchability and increased data accuracy. The third quarter of the 2019/20 Financial Year was presented to Council at the Ordinary Meeting on 28 May 2020.	Achieved
5.2.4.3	Provide support to Councillors – including councillor requests, briefing sessions, provision of facilities and payment of expenses, and record keeping	Corporate and Community Services	Monthly strategic planning workshops 100% of complete claims are reimbursed within the month in which they are received	30-Jun-20	Ongoing support is provided to Councillors as per the Councillors Service Level Agreement. Councillor feedback suggests the format of 2 Council meetings per month and one Strategic Planning Workshop per month will continue.	Achieved
5.2.4.4	Implement and manage Code of Conduct training programs for Councillors, staff, and committee members	General Manager Office	Training program delivered	30-Jun-20	Training program delivered	Achieved
5.2.4.5	Implement and manage training in respect of Council's Code of Meeting Practice	General Manager Office	Training program delivered	30-Jun-20	Training program delivered	Achieved

DP Action  
5.2.5

Enhance access and availability of information to the community

**Comment:** Continuous improvements being made to the availability of Council information. Feedback through the Access Consultative Working Group and Internal Working group have identified target areas for accessibility improvements.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.2.5.1	Publish the 4 year works programs and activities online to the community	Infrastructure Services	Capital and maintenance program available online and kept updated	30-Jun-20	Annual works programs to be made available online. 2019/20 published following adoption by Council. Staff working on updated version for the website.	Substantially Achieved
5.2.5.2	Exhibit Development Applications as required	Sustainable Environment and Economy	Information provided within legislative timeframes	30-Jun-20	<p>The Community Participation Plan was adopted in 2019. Development applications are exhibited in accordance with this plan.</p> <p>During COVID-19 restrictions exhibition periods were temporarily increased to allow the community more time to view applications.</p> <p>New permanent regulations were introduced in response to COVID-19. There is no longer the need to advertise DAs in the newspaper, they can now be advertised using Council's website. Until Council's advertising is officially withdrawn from the newspaper, notifications will continue. After that notification will be online. A new link on the web page makes it easy for the community to access exhibition DA's.</p>	Achieved

DP Action  
5.2.6

Publish the 4 year works programs and activities online to the community

**Comment:** Council's plans and strategies are available online. The Delivery Program outlines the actions for the next 4 years and informs our works programs.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.2.6.1	Support and guide staff in the preparation and implementation of communication plans for projects and initiatives	General Manager Office	Communications plans for key projects reported to Communications Panel	30-Jun-20	This activity is on going. Plans for recent projects include Emergency Dashboard, Biodiversity Conservation Strategy and deers.	Achieved
5.2.6.2	Manage media and social media enquiries about Council activities	General Manager Office	80% of media enquiries responded to within publication timeframes 80% of private Facebook messages replied to within 48 hours	30-Jun-20	We are exceeding this target.	Achieved
5.2.6.3	Keep community and Crown Reserve user groups updated with Crown Lands Transition progress information	General Manager Office	Webpage updated at least quarterly	30-Jun-20	This is ongoing work.	Achieved

# Strategy

## 5.3

# Deliver a high level of customer service

## Highlights

- Customer Experience Strategy and action plan developed

Strategy  
5.3

DP Action

5.3.1

Enhance external and internal customer service effectiveness

**Comment:** Council has improved its internal and external customer service effectiveness through a number of initiatives including the implementation of the Customer Service Strategy and Charter and, service excellence training for key staff.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
5.3.1.1	Maintain online reporting to community on service guarantees	General Manager Office	Results updated quarterly	30-Jun-20	This is ongoing work, information available <a href="#">online</a>	Achieved
5.3.1.3	This activity was removed via quarterly amendment.					
5.3.1.3	Implement inclusive and accessible Customer Service Strategy with Charter	Corporate and Community Services	Strategy and Charter developed with consultation; inclusion / access strategies incorporated into the Customer Service Strategy and Charter; ongoing consultation with the Access Consultative Working Group	30-Jun-20	Council's <a href="#">Customer Service Charter</a> was revised resulting in the development of our Service Standards and Our Promises in 2018. Customer Experience Strategy developed in consultation with staff and Access Consultative Working Group. Strategy with Action Plan endorsed by ET October 2019 and presented to Councillors and All Staff via presentations in November 2019.	Achieved
5.3.1.4	Implement customer service training program focussed on quality and service excellence	Corporate and Community Services	Training program modules developed; include access / inclusion related customer service strategies in training modules; ongoing consultation with the Access Consultative Working Group	30-Jun-20	The Service Excellence pilot training program based on quality and service excellence was delivered to staff in June 2019. Additional sessions were held on 1, 2 & 3 October 2019 at Mullumbimby Office and Depot, attended by 79 staff members representing 19 teams. The program was well received with a feedback score of 4.3 out of 5.	Achieved

DP Action  
5.3.2

Further develop a proactive customer service culture

**Comment:** A proactive customer service culture has been developed through internal staff training, internal capacity building and improved data and reporting capability. The Community Satisfaction Survey 2020 results showed an overall improvement in satisfaction with Council.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.3.2.1	Develop internal capacity building - i.e. ride along program, training	Corporate and Community Services	Program developed	30-Jun-20	A Pilot Ride-along program was developed and endorsed by the Executive Team in February 2019. The pilot program will be implemented in the 2020/21 financial year.	Achieved
5.3.2.2	Provide customer enquiry statistics/business intelligence data to inform strategic decision-making	Corporate and Community Services	Regular reports provided to Managers and Executive Team; # and category of access / inclusion related customer enquiries included in report; ongoing consultation with the Access Consultative Working Group	30-Jun-20	A draft report has been developed including: customer enquiry statistics, including CRM numbers and categories, Report It statistics and categories, records data i.e. emails and post and, website analytics. Telephone data and performance reporting will be available after transition from Skype to Teams in 2021. A draft report will be presented to the Executive Team in the first quarter of the 2020/21 financial year.	Substantially Achieved
5.3.2.3	Deliver great service to our customers and provide consistent, accurate and timely information	Corporate and Community Services	Increase in Community Satisfaction Survey results	30-Jun-20	The Community Satisfaction Survey 2020 results showed improved service satisfaction.	Achieved

# Strategy 5.4

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

Strategy  
5.4

DP Action  
5.4.1

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

**Comment:** Review of suitability and utilisation of light and heavy fleet underway with staff discussions included in annual Plant Replacement Program.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.4.1.1	Annual review of suitability and utilisation of light and heavy fleet	Infrastructure Services	Review completed	30-Jun-20	Self assessment of fleet process followed by 3rd party review completed. Draft vehicle selection list completed for adoption by ET .	Achieved
5.4.1.2	Renewal program of Council's fleet	Infrastructure Services	Plant replacement program completed	30-Jun-20	Ongoing as required and to be considered in review, IPWEA engaged and Fleet review completed for further consideration of recommendations.	Achieved

Strategy  
5.4

DP Action  
5.4.2

Improve further Asset Management Systems capability (SP)

**Comment:** Improvements have been made to the Asset Register and Modelling capability

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.4.2.1	Improve the data quality of the Asset Register and GIS	Infrastructure Services	Number of created, updated, and disposed assets	30-Jun-20	Progressing with results regularly captured in the operating production report. Key data updated for the Transport Asset revaluation which has been completed.	Achieved



Strategy

5.4

DP Action  
5.4.3

Provide reporting on key Infrastructure expenditure and the associated State Government measures  
**Comment:** The annual Infrastructure Report referred to as Special Schedule 7 in the financial statements has been completed

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.4.3.1	Improve the data quality of Work Orders (maintenance and capital expenditure)	Infrastructure Services	Improved correlation between the General Ledger and work orders	30-Jun-20	Proactive work was completed in association with operations and finance for the Special Schedule 7 Infrastructure Report. Further work was completed in association with the Transport Infrastructure Revaluation.	Achieved
5.4.3.2	Complete the annual infrastructure report (Special Schedule 7 of the financial statements)	Infrastructure Services	Completed within audit timeframe	30-Jun-20	Completed in August/September 2019 and used in the annual financial statements.	Achieved

Strategy

5.4

DP Action  
5.4.4

Work with community to prioritise actions from the Place Plans (SP)  
**Comment:** Actions identified from Place Plans to inform quarterly budget reviews and future budget development.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
As recommended by the Community Solutions Panel, Council continues to work with the community to priorities actions from Place Plans.						

Progress implementation of inclusive and integrated resourcing strategy

**Comment:** Council's resourcing strategy is more integrated and inclusive than in previous years. Recruitment, remuneration and mentoring have been the focus areas over last 6 months.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
5.4.5.1	Review skills step assessment criteria to support new grades in salary system	General Manager Office	Skill step assessment criteria reviewed and criteria developed for new grades	30-Jun-20	Two additional grades were introduced when the 2019/20 salary system was developed. Skill step assessment for these two grades have now been developed and implemented following consultation with staff and unions.	Achieved
5.4.5.2	Implement a reverse mentoring program for staff across different generational groups	General Manager Office	A minimum of 3 mentees and mentors matched and working together	30-Mar-20	Mentoring program finalised and launched	Achieved
5.4.5.3	Review recruitment practices to ensure they are inclusive and identify partners to promote job opportunities for people with disability across the Byron Shire	General Manager Office	Job application processes simplified and identified barriers to diversity removed. Vacancies advertised with identified partners to ensure we are inclusive in our search. Inclusion related strategies incorporated into recruitment	30-Jun-20	Identified partnerships with On Q, North Coast Inclusion Group, Red Ink, Nortec and Tweed Interagency Group Inc. Implemented a number of amendments to our advertising processes. These changes include providing for applicants to chose between submitting a written or audio application. We have also added the following statement to our advertising template: <i>"We believe in employer diversity, inclusion and equality and are committed to ensuring that our workplaces are a reflection of our community. We recognise the benefits that diversity and inclusion brings, and in turn encourage talented people from all backgrounds, abilities and identities to apply to our vacancies. We are open to discussing flexible working arrangements and encourage our people to explore new ways of working – including part-time, job-share or working from different locations. Everyone can ask about it. We strongly encourage applications from people with disability and will provide reasonable adjustments in our recruitment process and in the workplace. If you need an adjustment in the recruitment process, please call or email the contact person listed below, and also advise us of your preferred method of communication."</i>	Achieved

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
5.4.5.4	Monitor, review and update Long Term Financial Plan	Corporate and Community Services	Next Long Term Financial Plan developed - 2019/2020 to 2028/2029	1-Jul-19	2019-2029 Long Term Financial Plan yet to be finalised. Needing to source additional inputs into the Plan from other areas of Council. Ordered software from LG Solutions to assist and completed data collection requirements. LTFP Model has been received but still to update further	Partially Achieved
5.4.5.5	10 year capital plans and programs reviewed annually and projects developed and scoped	Infrastructure Services	Revision finalised and submitted for next FY budget process Report outcomes of previous years capital works program as part of the annual report	30-Jun-20	10 year capital works program has been reviewed and is being used to form the basis for the next Operational Plan and Budget and other future planning.	Achieved

# Strategy 5.5

## Manage Council's finances sustainably

### Highlights

- Promotion of electronic billing option including sundry debtors by email
- Sustainable Procurement Training has been conducted late 2019

Strategy  
5.5

DP Action  
5.5.1

Enhance the financial capability and acumen of Council

**Comment:** Regular financial reporting provided to Council and mangagement.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.5.1.1	Financial reporting as required provided to Council and Management	Corporate and Community Services	Within ten days of month end for management reporting and within agenda deadlines for Council	30-Jun-20	Monthly reporting completed within timeframe.	Achieved
5.5.1.2	Support the organisation in identifying financial implications of projects, proposals and plans	Corporate and Community Services	Financial comments provided in Council reports as required within agenda deadlines	30-Jun-20	Comments for Council reports provided as required.	Achieved

DP Action  
5.5.2

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

**Comment:** 2018/19 Annual Report and Financial Statements audit completed and lodged with Office of Local Government following adoption by Council.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
5.5.2.1	Maintain and improve internal financial controls	Corporate and Community Services	Reconciliations undertaken monthly within 10 days of month end	30-Jun-20	Monthly Reconciliations undertaken within timeframe.	Achieved
5.5.2.2	Complete annual statutory financial reports	Corporate and Community Services	Unmodified audit report provided and adopted by Council	31-Oct-19	2018-2019 Financial Statements completed and adopted by Council on 24 October 2019. Lodged with Office of Local Government on 25 October 2019.	Achieved
5.5.2.3	Ensure Council revenue billing and payments are available in an accessible format	Corporate and Community Services	Increase uptake of electronic billing option by ratepayers from 2018/19 to 2019/20; online billing and payment information is compatible with WCAG 2.1 AA requirements	30-Jun-20	Promotion of electronic billing option reinforced with delivery of 2019/2020 rate notices during July 2019. Review of take up of electronic notices has revealed there are now 3,140 ratepayers receiving notices electronically. This represents a 4.2% increase in ratepayers receiving notices this way compared to the previous year. Overall 19.7% of ratepayers receive notices electronically	Achieved
5.5.2.4	Debt recovery is maintained within Office of Local Government benchmark	Corporate and Community Services	Outstanding rates and charges remain below 5%	30-Jun-20	Finalised ratio at 30 June 2019 as part of audited financial statements was 4.67%. Ratio for 2019/2020 to date is trending above although benchmark for Rural Council is 10%. This will further decline given pandemic conditions and Council hardship relief. Will be finalised as part of 2019/2020 financial statements to derive actual result.	Substantially Achieved
5.5.2.5	Manage treasury functions of Council to maintain cash flow and maximise return on invested funds	Corporate and Community Services	Budget estimate for interest on investments either met or exceeded	30-Jun-20	On track at present but will need continual monitoring given recent interest rate cuts and the need to invest in higher rated financial institutions as per NSW Treasury Corp investment guidelines.	Achieved

Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
				Reviewed in conjunction with 31 December 2019 Quarter Budget Review and 31 March 2020 Quarterly Budget Review. To be clarified in finalisation of the 2019/2020 financial statements.		
5.5.2.6	Identification of ethical investment opportunities with environmental and social inclusion outcomes	Corporate and Community Services	Higher proportion of investment portfolio invested ethically than previous year	30-Jun-20	Will be difficult to improve given investment portfolio mandate by NSW Treasury Corp in relation to investment portfolio and investing in higher rated financial institutions. This was a condition of Council's recent loan borrowings but opportunities being sought where available	Achieved
5.5.2.7	Implementation of new Accounting Standards AASB15/AASB1058 - Revenue Recognition and AASB 16 - Leases	Corporate and Community Services	Council's financial systems and records developed/maintained to comply with Accounting Standard requirements and meet audit expectations for disclosure in financial statements	30-Jun-20	Reports to be provided to future Audit, Risk and Improvement Committee to consider position papers on new standards. Position papers prepared for initial consideration as part of 2018-2019 financial statements to gauge initial impact. Reports schedule for August 2020 Audit, Risk and Improvement Committee at this point.	Substantially Achieved
5.5.2.8	Implementation of sundry debtor invoices via email	Corporate and Community Services	Authority Financial System upgraded to allow sundry debtor invoices raised to be distributed by electronic means to improve accessibility	30-Jun-20	Distribution of sundry debtor invoices via email is now live and operating. This is a substantial system and process improvement to improve efficiency.	Achieved

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

**Comment:** Council's robust procurement framework has supported an improvement in Council's Sustainability Choice score, and continues to deliver efficiencies for Council through initiatives such as the annual procurement plan, implementation of robust systems, staff training and, participation in regional programs.

Operational Plan Activity	Directorate	Measure	Due	Comment	Status
5.5.3.1 Develop and implement forward procurement plan to ensure compliance with Local Government Act	Corporate and Community Services	Contracts compliant with Local Government Act tendering requirements 90% 1% of materials and contracts budget saved	30-Jun-20	The Authority Contract Register has been greatly improved through an extensive review in consultation with relevant staff, to reconcile the information with contracts saved in CM9. Council has not achieved 90% compliance with tendering requirements, however contract management and staff training are a key focus of the 2020/21 Procurement Plan which will be reported to the Executive Team in July 2020.	Partially Achieved
5.5.3.2 Implement internal awareness and training program to upskill staff in procurement	Corporate and Community Services	Two procurement training sessions conducted for identified staff	30-Jun-20	Procurement, Probity and Sustainable Procurement training modules were delivered to relevant Council staff in November and December 2019. Procurement, Probity and Contract Management modules (E-learning) were rolled out to key staff in March 2020 for completion over the next financial year.	Achieved
5.5.3.3 Assist in building the NRJO Council's regional procurement capacity	Corporate and Community Services	Participate in two regional joint procurement initiatives	30-Jun-20	Two NRJO initiatives were implemented: 1. NRJO Vendor Panel has been implemented as Council's online procurement system. 2. Truck Haulage and/or Plant and Equipment Hire Tender was completed with Tweed Shire Council.	Achieved
5.5.3.4 Improve Council's sustainable procurement performance	Corporate and Community Services	Improvement on 2018/19 sustainable choice score	30-Jun-20	Council's Sustainable Choice Score has improved from the 2018/19 results. Sustainable Procurement Training was conducted in late 2019. The Procurement Guidelines have been amended to include Social, and environmental objectives.	Achieved
5.5.3.5 Review tender documents to give greater weighting to social enterprise companies /	Corporate and Community Services	Increased utilisation of social enterprise companies / service	30-Jun-20	In future, Vendor Panel analytics will provide data to track and report on sustainable procurement outcomes across Council. Council's	Substantially Achieved



Operational Plan Activity	Directorate	Measure	Due	Comment	Status
service providers that support and encourage inclusive practices, where feasible		providers that support and encourage inclusive practices		internal Procurement Guidelines 2020 have been updated to reflect changes to internal processes as a result of implementing Vendor Panel, and current legislation (changes to Advertising) and, updates to social procurement. Tender documents and contract templates currently under review.	

# Strategy

## Manage Council's resources sustainably

### 5.6

### Highlights

- Health and Wellbeing expo for staff held in October
- Implementation of StateCover's Vault software for Work Health and Safety risk management
- Staff from across Council involved in participatory leadership on key issues of inclusion and homelessness.

Strategy

5.6

DP Action  
5.6.1

Enhance leadership effectiveness and capacity

**Comment:** Building leadership capacity and capability continues to be a key focus for Council. Regular and ongoing 360 feedback and leadership coaching occurs with all managers and members of the Executive team.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
5.6.1.1	Continue regular coaching and 360 degree feedback based on LSI for Executive Team, Managers and identified top talent	General Manager Office	LSI implemented for new Director and Manager. LSI retests conducted for at least 3 Managers.	30-Jun-20	LSI completed and debriefed for Director and new Managers. LSI retest and results debriefed a number of managers and Directors.	Achieved
5.6.1.2	Create opportunities for leaders across Council to embed learnings from Great Managers Program	General Manager Office	Continue lunch and learn leadership sessions for all interested staff. Hold 3 x Great Managers masterclass sessions for graduates.	30-Jun-20	2 lunch and learns sessions held. Masterclass sessions are available online to all Great Managers graduates. Leadership labs continue to be held for all managers.	Substantially Achieved
5.6.1.3	Create collaborative leadership groups to develop organisational responses to key community issues	Corporate and Community Services	Access & Inclusion and Homelessness internal working groups established; # of initiatives delivered.	30-Jun-20	Ongoing work with Disability Inclusion Action Planning and Homelessness Internal Working Group. Exploration and implementation of online diagnostic tool to measure effectiveness of collaborations	Achieved

DP Action  
5.6.2

Ensure support for employees physical and mental health

**Comment:** Council has adopted a comprehensive, preventative and proactive approach to employee health over the last 18 months.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
5.6.2.1	Deliver mental health first aid training to managers, team leaders and supervisors	General Manager Office	A further 10 managers, team leaders and supervisors trained	30-Mar-20	Training held on 19 and 26 February 2020.	Achieved
5.6.2.2	Deliver a health and wellbeing expo for staff	General Manager Office	Expo held and Health and Wellbeing Program initiatives and information disseminated to staff	30-Oct-19	Expo held on Tuesday 29 October and attended by majority of staff with fantastic feedback following the event.	Achieved
5.6.2.3	Acquisition and implementation of StateCover's Vault software for Work Health and Safety risk management	Infrastructure Services	Implement Vault software and record and manage incidents as they occur	30-Jun-20	Software acquired and online. The system is being used to record incidents as they occur. Uploading of historical data in progress to assist trend analysis. Vault Contractor module has been used to prequalify Plant and Truck Hire tenderers as CIMS is no longer available.	Achieved

DP Action  
5.6.3

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

**Comment:** This action aligns with implementation of our integrated resourcing strategy. Organisational culture and employee engagement are now measured using the OCI/OEI Human Synergistics tool.

	Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
5.6.3.1	Partner with managers in implementing action plans following results from the Human Synergistics Organisational Culture Inventory (OCI) and Organisational Effectiveness Inventory (OEI) culture surveys	General Manager Office	Initiatives focused on culture improvement identified in Branch action plans and Managers feel capable and supported in implementing.	30-Nov-19	Culture continues to be a critical focus given current COVID-19 event - managers have adapted their action plans accordingly.	Substantially Achieved
5.6.3.2	Maximise functionality of Council's learning management system and embed online learning throughout the organisation	General Manager Office	75% of staff have accessed the LMS and completed at least four training modules	30-Jun-20	Contract with new provider (Scout) signed - implementation in November 2020 when current Litmos contract expires. *** was this utilised during COVID?	Partially Achieved
5.6.3.3	Introduce criminal history checking to the employment due diligence process for any new starters performing roles entrusted with leadership, cash handling, development approval or financial management.	General Manager Office	Positions of trust across Council identified and criminal history checks undertaken for new staff engaged in identified positions	30-Jun-20	R&S guide with employment screening framework approved by ET on 4 December 2019. Implementation of entire framework will occur from 1 July 2020 although criminal history checks have already commenced.	Achieved

DP Action  
5.6.4

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

**Comment:** The priority project is development of an Information Security Management System (ISMS). The Information Security Policy has been drafted and project plan developed.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.6.4.1	Implement the prioritised controls and operate Council's Information Security Management System (Do Phase)	Corporate and Community Services	1. Required communication determined; 2. Prioritised security controls implemented according to project plan; 3. Training programs implemented; and 4. Awareness sessions held	30-Jun-20	The implementation phase for Information Security improvements is underway. Minor delays have occurred in the delivery timeline due to COVID-19 and unplanned delays recruiting a security officer.	Substantially Achieved

DP Action  
5.6.5

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

**Comment:** Council maintains compliance with the Government Information (Public Access) Act, processing all applications within statutory timeframes. This is facilitated through effective records management practices.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.6.5.1	Coordinate and publish the Disclosure Log of Formal GIPA Access to Information requests to Council's website	Corporate and Community Services	Disclosure log published on Website every 2 months	30-Jun-20	<a href="#">Disclosure log</a> updated and published to web whenever a new application has been determined and is able to be added to disclosure log as per the GIPA Act.	Achieved
5.6.5.2	Process Formal GIPA Access to Information Requests in accordance with legislative timeframes; review all Formal GIPA Access to information procedure to ensure legislative compliance	Corporate and Community Services	Formal GIPA applications processed within statutory timeframes	30-Jun-20	100% of applications received have been processed and determined within statutory timeframes. Formal GIPA requests are now managed using the online Information and Privacy Commission tracking tool.	Achieved
5.6.5.3	Monitor all inwards electronic email received in Council's generic mailbox, store these in Council's Electronic Document Records Management System (EDRMS); scan and process to EDRMS all Council's hardcopy inwards mail	Corporate and Community Services	Inwards mail and council inbox stored/scanned within 3 days	30-Jun-20	Inwards correspondence is processed, scanned and disbursed to relevant officers with 24 hours of receipt.	Achieved
5.6.5.4	Review and update Access to Information Guide - GIPA Act 2009 (E2019/4697)	Corporate and Community Services	Access to Information Guide - GIPA Act 2009 (E2019/4697) reviewed and published on Council's website	31-Jan-20	Review completed as per schedule	Achieved
5.6.5.5	Support the organisation to deliver business systems and technology solutions	Corporate and Community Services	Maintain high level of service availability	30-Jun-20	Internal and external IT services availability > 99%. No disruptions due to cyber security threats in the current	Achieved

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.6.5.6	Deliver strategic business systems (IT) projects	Corporate and Community Services	Project work initiatives substantially completed as per plan. Minor delays experienced due to COVID-19	30-Jun-20	reporting period. IT project activities delivered as per agreed schedule with minor delays due to COVID-19	Substantially Achieved

Strategy

5.6

DP Action  
5.6.6

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

**Comment:** Audit of leasing database has been completed and draft leasing policy is being prepared.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
5.6.6.1	Develop a policy for the implementation of the recommendations of buildings and property audit in relation to leasing and licensing	General Manager Office	Policy developed and implemented	30-Jun-20	Review process has commenced.	Partially Achieved



DP Action  
5.6.7

Develop and embed a proactive risk management culture

**Comment:** Proactive risk management has been a key focus for Council this year, and significant improvements have been achieved through the embedding of the Risk Management Framework, implementation of the Business Continuity Plan and Internal Audit Plan.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
5.6.7.1	Embed risk management framework	Corporate and Community Services	Finalise risk registers; develop risk reporting process; internal engagement	30-Jun-20	Strategic and operational risk registers including risk treatment plans and reporting dashboard were endorsed by the Executive Team in February 2020 and the Audit, Risk and Improvement Committee in March 2020. The risk registers are reviewed quarterly with reports provided to the Executive Team and the Audit, Risk and Improvement Committee.	Achieved
5.6.7.2	Implement training program to improve risk management	Corporate and Community Services	Two training sessions delivered	30-Jun-20	Enterprise Risk Management training material will be developed in 2020/21. Delayed due to other priorities as a result of COVID-19.	Deferred /Delayed
5.6.7.3	Implement Business Continuity Plan	Corporate and Community Services	Business Continuity Plan/Disaster Recovery Plan current and ready to be deployed	30-Jun-20	<p>The Business Continuity Plan (BCP) was endorsed by the Executive Team on 18 March 2020 and the Audit, Risk &amp; Improvement Committee on 15 May 2020 and is operational. The BCP includes:</p> <ul style="list-style-type: none"> <li>• Business Continuity Plan Part 1 – Manual</li> <li>• Business Continuity Plan Part 2 – Procedure</li> <li>• Business Continuity Plan Part 3 – Contacts List and Business Continuity Coordination Centre Locations</li> <li>• Business Continuity Directorate Plan – General Manager’s Office</li> <li>• Business Continuity Directorate Plan – Corporate &amp; Community Services</li> <li>• Business Continuity Directorate Plan – Infrastructure Services</li> <li>• Business Continuity Directorate Plan – Sustainable Environment &amp; Economy</li> </ul> <p>Continuity Management Team (CMT) training and Business Continuity scenario testing was completed on 3 &amp; 4 February 2020.</p>	Achieved

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
5.6.7.4	Manage Audit, Risk and Improvement program including coordinating committee recommendations	Corporate and Community Services	Internal audit reviews and reports are conducted regularly; performance improvements based on audit recommendations are noted across the business	30-Jun-20	<p>The following internal reviews were undertaken in accordance with the Internal Audit Plan:</p> <ul style="list-style-type: none"> <li>• Pay Parking Systems &amp; Processes (Completed)</li> <li>• Grants Management (Completed)</li> <li>• IT User Access (Completed)</li> <li>• Development Assessments (In progress)</li> </ul> <p>Ongoing coordination of Audit, Risk &amp; Improvement Committee meetings throughout the year.</p>	Achieved
5.6.7.5	Implement Internal and External Audit recommendations, as appropriate	Corporate and Community Services	Audit recommendations implemented within set timeframes	30-Jun-20	Internal and external audit recommendations were actioned as appropriate throughout the year with quarterly progress updates provided to the Executive Team and the Audit, Risk and Improvement Committee. Currently reviewing the process to implement reporting improvements in 2020/21.	Achieved

DP Action  
5.6.8

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

**Comment:** Insurance portfolio managed effectively with regular review of claims data to inform business decisions.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status	
5.6.8.1	Assess and provide advice on internal and external insurance claims or concerns	Corporate and Community Services	Increase in claims managed in house by Council; insurance matters are managed in a timely, efficient and effective manner	30-Jun-20	Under excess claims generally managed in-house, unless of a sensitive nature, resulting in significant savings to Council. Claims process and procedures currently under review to be documented by 30 June 2020.	Achieved
5.6.8.2	Manage insurance claims and provide data to inform strategic decision-making	Corporate and Community Services	Data and information from insurance performance report is used by management to inform decision making	30-Jun-20	Council's Insurance Renewal report has been reviewed with recommendations for the 20/21 renewal period. Declaration has now been signed off by Management and submitted to JLT with instructions to place cover. Regular monthly reports are provided to the Executive Team.	Achieved

DP Action  
5.6.9

Develop and implement organisational innovation and creativity

**Comment:** Organisational innovation and creativity in 2 key areas: participatory, deliberative processes to enhance civic participation and governance (initiated by Mullumbimby Hospital Project Reference Group process); and designing collaboration methodologies to respond to wicked problems (homelessness).

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status	
5.6.9.1	Identify evidence based opportunities to enable creativity and innovation in local government	Corporate and Community Services	1 evidence based initiative undertaken, evaluated and showcased	30-Jun-20	Ongoing planning/testing of design thinking and collaboration evaluation tools (Collaboration Health Assessment Tool) incorporated into responses to wicked problem (homelessness). Collaboration evaluation impeded due to COVID, however can still inform organisational learning as a case study.	Substantially Achieved

DP Action  
5.6.10

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

**Comment:** A number of business improvements have been achieved as a result of business insights derived from several reporting sources including Council's Compliance Framework, Risk Management Framework and Customer Request data.

Operational Plan Activity	Directorate	Measure	Due	Comment	Status	
5.6.10.1	Complete 2019 LG Performance Excellence Program	General Manager Office	FY2019 results reported to Internal Audit, Risk and Improvement Committee	31-Mar-20	Program 100% complete. Results not able to be reported due to reallocation of resources.	Substantially Achieved
5.6.10.2	Develop an intranet site for Council staff	Corporate and Community Services	Basic Intranet site developed and launched	30-Jun-20	Council's Intranet was launched in July 2019.	Achieved
5.6.10.3	Develop a corporate compliance framework which prescribes Council's position and approach to corporate compliance	Corporate and Community Services	Corporate Compliance policy adopted Draft Corporate Compliance Register developed in consultation with relevant staff	30-Jun-20	Council's Corporate Compliance Framework was endorsed by the Executive Team and the Audit Risk & Improvement Committee in May 2020. The framework includes: - Corporate Compliance Standard (internal policy) - Corporate Compliance Plan - Legislative Compliance Reporting Register - Annual Compliance Report to the Audit, Risk and Improvement Committee	Achieved

Strategy  
5.6

DP Action  
5.6.11

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

**Comment:** The leadership team regularly meets with government representatives and agencies. Byron Shire Council is an active member of the Northern Rivers Joint Organisation of Councils, which replaced NOROC.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.6.11.1	Participate in NRJO forums	General Manager Office	Attend regular NRJO meetings	30-Jun-20	This is ongoing work.	Achieved
5.6.11.2	Engage with government representatives and agencies	General Manager Office	Attend regular meetings	30-Jun-20	This is ongoing work.	Achieved

Strategy  
5.6

DP Action  
5.6.12

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

**Comment:** Council's strategic grant management systems and robust governance processes have resulted in many significant applications being successful. This has supported the delivery of several priority projects for Byron's community.

Operational Plan Activity		Directorate	Measure	Due	Comment	Status
5.6.12.1	Coordinate competitive grant applications with Council's business units to meet Federal and State government outcomes	Corporate and Community Services	60% of proposed grant applications submitted	30-Jun-20	46 grant applications submitted with success in 16 and a further 16 awaiting an outcome. Should all 16 grants be successful, the rate of success would be 70%.	Achieved
5.6.12.3	Provide governance for grants management	Corporate and Community Services	Successful delivery of funding body requirements on grant funded projects	30-Jun-20	Several grants have been successfully delivered in the past year, including several Stronger Country Community Fund Round 2 grants such as Lone Goat Gallery Refurbishment, Brunswick Valley Historical Society shed upgrade, and the Mullumbimby Gateway. This is in addition to continued delivery of road projects under the NSW Government's Election Commitments of the Mullumbimby High School Bus Shelters and road projects under the Roads and Infrastructure Election Commitment, and bus shelters under the Country Passenger Transport Infrastructure Grants.	Achieved

DP Action  
5.6.13

Manage the delivery of high quality cost effective legal services

**Comment:** Council's legal team continues to provide high quality cost effective legal services.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.6.13.1	Provide in-house legal advice to the organisation to inform decision making and minimise organisational risk	General Manager Office	Deliver monthly legal services status reports	30-Jun-20	Legal officer provided 35 advices in June - 11 to GM division, 14 to DIS, 5 to DSEE and 5 to DCCS.	Achieved
5.6.13.2	Represent Council's legal interests	General Manager Office	Manage litigation to best advance Council's interest	30-Jun-20	All appeals are being managed in accordance with Court imposed timelines.	Achieved
5.6.13.3	Manage code of conduct matters	General Manager Office	100% of matters dealt with and statutory reporting deadlines met	30-Jun-20	No new matters received	Achieved