

Byron Shire Council

Operational Plan Q4 Report

Delivery Program 6-monthly Report

January to June 2019



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:

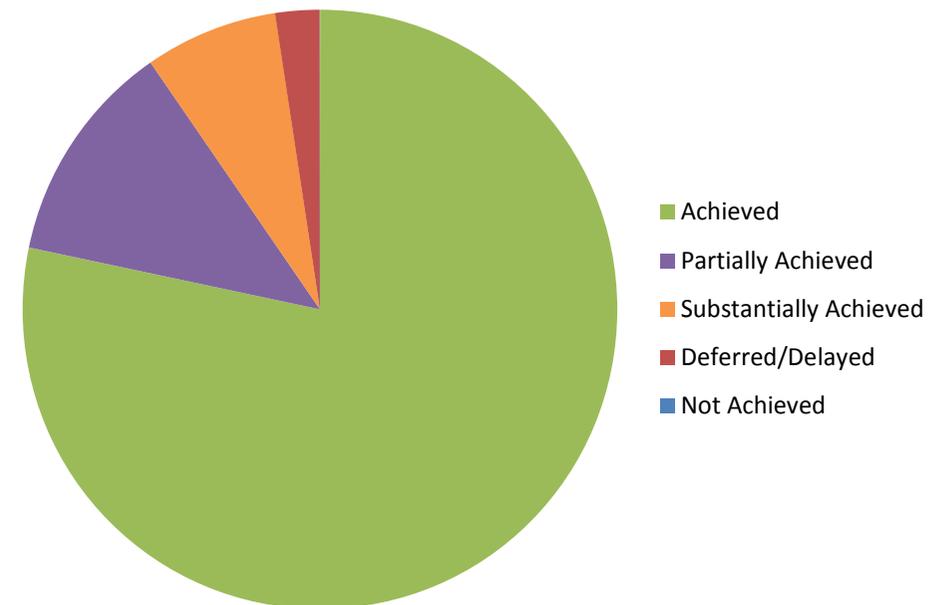
WE HAVE
INFRASTRUCTURE,
TRANSPORT AND
SERVICES WHICH MEET
OUR EXPECTATIONS

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

- Construction of Bayshore Drive / Ewingsdale Road roundabout completed
- Approved funding for the Byron Bay Bypass was announced in December 2018 and it was a significant achievement to deliver tender award by May
- The laser assessment of the condition of the entire sealed road network provides data on additional key parameters

Strategy
1.1

DP Action
1.1.1

Deliver road and drainage maintenance services in line with Community Solutions Panel values (SP)
Comment: Road and drainage maintenance works ongoing in line with Community Solutions Panel values.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
1.1.1.1 Implement rural drainage planned maintenance programs	Infrastructure Services	>95% planned maintenance program activities completed	30-Jun-19	Prioritisation of maintenance works undertaken using AssetEdge Reflect software and Council Risk Management Plan.	Achieved
1.1.1.2 Implement ongoing road planned maintenance programs	Infrastructure Services	>95% planned maintenance program activities completed	30-Jun-19	Prioritisation of maintenance works undertaken using AssetEdge Reflect software and Council Risk Management Plan.	Achieved
1.1.1.3 Implement ongoing urban drainage planned maintenance programs	Infrastructure Services	>95% planned maintenance program activities completed	30-Jun-19	Generally a high level of completion is achieved for urban drainage, however, the monitoring systems are being changed at the moment and a definitive figure cannot be provided for the reporting year.	Substantially Achieved

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

Comment: Road and drainage maintenance works level of service assessments ongoing in line with Community Solutions Panel values.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
1.1.2.1	Develop community based levels of service for infrastructure services	Infrastructure Services	Adopted levels of service for the transport infrastructure	31-Mar-19	Levels of service considerations have occurred by asset class. The Transport Asset Management Plan has been adopted and includes levels of service. The level of road reseals and reconstructions were reported to the 15 November Transport Infrastructure Advisory (TIAC) meeting. Roadside barriers were part of the 14 Feb TIAC meeting agenda. Buildings will shortly be reported.	Achieved
1.1.2.2	Improve the capture of requests	Infrastructure Services	100% of requests entered into Customer Request Module system	30-Sep-18	Achieved for all requests received through Byron Depot Technical and Customer Service Team.	Achieved
1.1.2.3	Review Infrastructure Services Risk Management Plan to include access considerations	Infrastructure Services	Plan reviewed and approved	30-Jun-19	Plan review commenced by operational staff. Not completed.	Partially Achieved
1.1.2.4	Undertake highest priority works within approved budgets	Infrastructure Services	Requests for maintenance works prioritised and completed	30-Jun-19	Prioritisation of maintenance works undertaken using AssetEdge Reflect software and Council Risk Management Plan.	Achieved
1.1.2.5	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-19	Risk matrix assessments have been presented to the TIAC progressively based on asset classes. Roadside barriers were reported to 14 Feb TIAC meeting and resulted in a budget allocation. Risk matrix for other asset classes including bridges and causeways has been updated.	Achieved

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
1.1.2.6	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-19	Budget reallocated at March 2019 Quarterly Review to undertake additional heavy patching works due to announcement of South Arm Bridge grant and the need to use the bridge funding in 2019/20 for this bridge refurbishment.	Achieved
1.1.2.7	Undertake detailed road condition assessment and revaluation	Infrastructure Services	Complete laser assessment of roads	31-Mar-19	All the field laser assessments have been completed and the data is now being processed.	Achieved

Strategy

1.1

DP Action
1.1.3

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

Comment: Road network asset renewal and upgrade works prioritisation ongoing in line with Community Solutions Panel values.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
1.1.3.1	Implement priority causeway and culvert renewal program	Infrastructure Services	Program of work completed	30-Jun-19	Durrumbul Road causeway renewal completed.	Achieved
1.1.3.2	Implement asset renewal projects for: - road pavements - road reseals - footpaths - roadside drainage - kerb and gutter - road signage	Infrastructure Services	Program of work completed	30-Jun-19	Design investigation works underway and road pavement renewal program in progress. Broken Head Road completed. Reseal program 100% completed. Footpath renewal program 92% completed. Kerb and gutter renewal program 100% completed. Heavy Patching program 100% completed.	Achieved
1.1.3.3	Complete bridge replacement programs	Infrastructure Services	Project completed	30-Jun-19	All 5 bridge renewals completed.	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: The S94 plan is the new works plan for council and is currently being updated in line with the Community Solutions Panel values.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status	
1.1.4.1	Develop program of new works for road and associated drainage related assets	Infrastructure Services	Program developed	30-Jun-19	The Transport Asset Management Plan and associated strategy is focussed on renewals rather than new works. The S94 plan is the new works plan for council and is being updated as part of the OP (see below 1.6.3.1). The draft 2019/20 budget has included some new works.	Achieved

Strategy 1.1 **DP Action 1.1.5** Deliver road network new works program
Comment: Road network improvements delivery ongoing in accordance with developed programs and approved funding.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status	
1.1.5.1	Implement new works projects	Infrastructure Services	Program of work completed	30-Jun-19	Design investigation works undertaken and approved works implemented or planned as per program.	Achieved
1.1.5.2	Complete construction of the Bayshore Drive/Ewingsdale Road roundabout	Infrastructure Services	Construction works completed	30-Nov-19	Onsite works completed.	Achieved
1.1.5.3	Finalisation of Bayshore Drive / Ewingsdale Road roundabout grant acquittal	Infrastructure Services	Project completion report submitted to Federal Government	31-Mar-19	Milestone report for 50% completion submitted in December 2018 before due date. Final milestone report submitted on 31/5/2019.	Achieved
1.1.5.4	Continue construction of the Byron Bay Bypass	Infrastructure Services	Approved program of work completed	30-Jun-19	The Byron Bypass tender was awarded to contractors Hazel Brothers on 23 May. Construction will commence in the second half of 2019. The noise consultancy was awarded to Renzo Tonin.	Achieved

Provide stormwater infrastructure to manage flood mitigation, social and environmental outcomes
Comment: Stormwater infrastructure improvement works in flood prone areas ongoing in accordance with developed program and approved funding.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
1.1.6.1 Review 10 year stormwater levy program	Infrastructure Services	Plan reviewed annually	30-Nov-19	Plan and forward works program reviewed annually in conjunction with 2019/20 Draft Budget process. Program planning to be improved with new software.	Achieved
1.1.6.2 Implement stormwater levy projects	Infrastructure Services	Adopted program implemented	30-Jun-19	Design investigation works underway and construction implemented.	Achieved
1.1.6.3 Implement rural roadside drainage maintenance program	Infrastructure Services	Adopted program implemented	30-Jun-19	Works and programs being developed for rural drainage to match the budget provided. Currently transitioning to full program approach. Works undertaken as budget permits.	Achieved
1.1.6.4 Implement urban drainage maintenance program	Infrastructure Services	Adopted program implemented	30-Jun-19	Urban drainage program being implemented. Refinement/review of ongoing programs in progress. Program has been added to water outlook for reporting purposes. Program still requires review for individual assets and levels of service.	Substantially Achieved

Strategy 1.2

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

Highlights

- The detailed inspection program was delivered through an innovative approach working with Southern Cross University. The quality was high and cost significantly less than using consultants.

Strategy
1.2

DP Action
1.2.1

Deliver infrastructure maintenance services in line with Community Solutions Panel values (SP)
Comment: Planned maintenance programs are ongoing.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
1.2.1.1	Implement planned maintenance program for building assets	Corporate and Community Services	>95% completion on planned maintenance activities in program	30-Jun-19	Planned maintenance program is underway with priority projects identified. Continued meetings in relation to asset maintenance planning to integrate findings with long term planning. Team training in SAMP. Project not completed, carried forward.	Partially Achieved
1.2.1.2	Implement planned maintenance program for water and sewer assets	Infrastructure Services	>95% completion on planned maintenance activities in program	30-Jun-19	Sewer maintenance is at 80% Water maintenance is at 45%	Substantially Achieved
1.2.1.3	Implement planned maintenance program for resource and recovery operation assets	Infrastructure Services	>95% completion on planned maintenance activities in program	30-Jun-19	Planned maintenance programs ongoing.	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: A detailed inspection program is being undertaken to inform the Asset Management Plan. The detailed inspection program was delivered through an innovative approach working with Southern Cross University. The quality was high and cost significantly less than using consultants.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
1.2.2.1	Prepare a Buildings Asset Management Plan	Infrastructure Services	Draft presented to Council for adoption	30-Jun-19	The detailed inspection program has been completed and the Draft Asset Management Plan (AMP) has been completed. The Buildings AMP will be presented to the October meeting of TIAC for recommendation to Council for adoption.	Achieved
1.2.2.2	Prepare an Open Space Asset Management Plan	Infrastructure Services	Draft presented to Council for adoption	30-Jun-19	Included into new Operational Plan for 2019/20. Asset register will be completed by end of financial year; however the asset management plan will not be presented to Council.	Partially 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 developed.

Operational Plan Activity		Directorate	Measure	Due Date	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-19	Adoption of the recreation needs study used as guidance for 10yr works program initiatives.	Achieved

Strategy
1.2

DP Action
1.2.4

Deliver infrastructure new works program (SP)
Comment: Works are in progress and some projects have been completed; near completion; or are planned to be completed by the end of the FY.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
1.2.4.1 Deliver adopted new works within 2018/19 Capital Works program	Infrastructure Services	95% of Program delivered	30-Jun-19	Design investigation works underway and implementation of projects in progress.	Achieved

Strategy
1.2

DP Action
1.2.5

Provide active and passive recreational Community space that is accessible and inclusive for all (SP)
Comment: The development of the Public Open Space accessibility program has not commenced, however activities budgetted in 2018/19 from the Beach Accessibility Program have been undertaken. These projects have delivered improved beach access at Clarkes Beach, South Golden Beach, and New Brighton.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
1.2.5.1 Delivery of beach accessibility program	Infrastructure Services	Project Completed and ongoing maintenance plans established	30-Jun-19	Clarkes Beach renewal works completed Mid November in time for the annual DSAA event at Clarkes Beach. Works to upgrade accessibility of other beach access points on Clarkes and Main Beach completed.	Achieved
1.2.5.2 Develop Public Open Space accessibility program	Infrastructure Services	Draft presented to Council for adoption	30-Jun-19	Item deferred to 2019/20 based on scheduling of informing documents and resourcing constraints.	Deferred/ Delayed
1.2.5.3 Deliver Stage 1 of a Public Open Space Accessibility Program	Infrastructure Services	Projects that meet Accessibility Program Criteria completed	30-Jun-19	Item deferred to 2019/20 based on scheduling of informing documents and resourcing constraints.	Deferred/ Delayed
1.2.5.4 Investigate funding opportunities for the development of the Byron Skate Park and Recreation Hub	General Manager Office	Funding secured for future project delivery	30-Jun-19	Funding sources have been identified and plans are being developed to apply for this external funding.	Achieved

DP Action
1.2.6

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

Comment: Community buildings were audited, utilising engineering students through the Southern Cross University. This audit will inform Asset Management Plans and identify maintenance and upgrade works required.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
1.2.6.1 Suffolk Park Community Hall S94 funded upgrade works; complete construction works; manage defects liability period	Infrastructure Services	Occupation Certificate, final Completion Certificate	30-Jun-19	Works completed.	Achieved
1.2.6.2 Ocean Shores Community Centre upgrade - endorse the detailed design and lodge and complete Building Approvals	Infrastructure Services	Design signed off	30-Jun-19	Design completed. Cost estimates indicate this project cannot progress to implementation without a new and significant source of funding. Grant opportunities may arise.	Achieved
1.2.6.3 Administration Centre Customer Service Front Foyer Renovation	Infrastructure Services	Final Completion Certificate	31-Dec-18	Completed project.	Achieved
1.2.6.4 Complete condition and access audit inspections of community buildings	Infrastructure Services	Complete project	31-Dec-18	Program completed using SCU engineering students.	Achieved

DP Action
1.2.7

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.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
1.2.7.1 Progress nominated sites including Lot 12 Byron Bay and Lot 22 Mullumbimby	Infrastructure Services	Program of work completed	30-Jun-19	Progress is being made on all sites. Rezoning and reclassification of Lot 22 is progressing. Precinct study including Lot 12 is progressing. Meetings with Property NSW regarding Lot 4 have been held. Resolution pertaining to the Tyagarah land holding and investigation of options for a food hub is being progressed. Forward funding included in the draft 2019/20 budget.	Achieved
1.2.7.2 Obtain Mullumbimby Hospital and progress demolition and site remediation	Infrastructure Services	Works completed	30-Jun-19	Demolition nearing completion - final steps in early July.	Achieved
1.2.7.3 Investigate Byron Bay Hospital development options	Infrastructure Services	Plan progressed	30-Jun-19	Council resolved to purchase at the 23 May meeting. Settlement scheduled for early July.	Achieved
1.2.7.4 Complete detailed design documentation for 10 Lawson Street Byron Bay redevelopment	Infrastructure Services	Lodge and complete Building Approvals	30-Jun-19	This activity is pending town centre DCP changes. Following DPE determination, the gateway will be exhibited early next financial year. Subject to the outcome the Development Application could be prepared. Memo prepared for Councillors. The specific OP activity cannot be achieved this year and Councillors have been advised.	Achieved
1.2.7.5 Develop conceptual plans for Byron Bay Town Centre Master Plan projects- eg Byron Bay Surf Club, rail corridor activation	Infrastructure Services	Concept design adopted	31-Mar-19	The current focus is on the delivery of the Railway Park Upgrade and adjoining projects. The Railway Park tender has been awarded to Greenwood. Project is progressing well.	Achieved

Strategy
1.2

DP Action
1.2.8

Implement identified projects of the Byron Bay Town Centre Master Plan

Comment: Railway Park upgrade progressing with a Draft Detailed Design completed. Works are scheduled to be completed by October 2019.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status	
1.2.8.1	Railway Park Upgrade	Infrastructure Services	Project Completed	31-May-19	Works will now be completed by October 2019. Rotunda successfully relocated.	Substantially Achieved

Strategy
1.2

DP Action
1.2.9

Develop capital upgrades, renewal, and enhancements works program for buildings including community buildings, public toilets, emergency services, sports club facilities and Council Operations buildings

Comment: Community buildings were audited, utilising engineering students through the Southern Cross University. This audit will inform Asset Management Plans and identify maintenance and upgrade works required.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status	
1.2.9.1	Deliver program in consultation with community groups, s355 committees, Council asset managers and Plans of Management	Infrastructure Services	Program Complete	30-Jun-19	Building condition assessment has been completed - programs to be developed - resourcing needs to be resolved.	Achieved
1.2.9.2	Establish Program funding utilising special rates funding for community buildings and public toilets, s94 and Grant opportunities	Infrastructure Services	Programs developed and approved	31-Mar-19	Two capital works projects are grant ready - Brunswick Heads Memorial Hall and Ocean Shores Community Centre.	Achieved
1.2.9.3	Consult with user groups to establish user agreements, leases, licenses and Plans of Management	Infrastructure Services	Consultation undertaken with all user groups	31-Dec-18	Ongoing with user agreements, leases, and licences. POM for Suffolk Park on exhibition. Byron Rec Grounds amended POM adopted 23 May. Hall hire information and hire agreements updated and provided to S355 Committees. Heritage House lease agreement reached.	Achieved

DP Action
1.2.10

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

Comment: Community buildings were audited, utilising engineering students through the Southern Cross University. This audit will inform Asset Management Plans and identify maintenance and upgrade works required.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
1.2.10.1	Deliver upgrade program in consultation with Plan of Management for each facility	Infrastructure Services	Yearly Program complete	30-Jun-19	Needs finalisation - condition assessments complete and asset management review underway.	Partially Achieved
1.2.10.2	Review public toilet level of service	Infrastructure Services	Review reported to Council	30-Jun-19	Levels of service against budget being reviewed. - Buildings Asset Management Plan.	Substantially Achieved

Strategy 1.3

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

Highlights

- Consultant engaged and review Bike Plan and Pedestrian and Access Mobility Plan (PAMP) and community engagement undertaken
- Consultant evaluation underway for the development of the ITMP

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 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 involve community engagement and working with committees and other agencies to deliver the best outcome for the community.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
1.3.1.1 Prepare an Integrated Transport and Movement Plan (ITMP)	Infrastructure Services	Plan adopted	30-Jun-19	Development of project scope and tender complete. Tender advertised.	Partially Achieved
1.3.1.2 Update key road traffic plans to manage future traffic demands	Infrastructure Services	Plans updated	30-Jun-19	Access and Movement strategy for Byron Bay underway. Outcomes to inform MR545 Review.	Partially Achieved
1.3.1.3 Finalise report on review of intermodal use of the Byron Rail Corridor	Infrastructure Services	Plan adopted	30-Jun-19	Draft plan reported to Council meeting on 27 June 2019.	Achieved
1.3.1.4 Update Bike Plan and Pedestrian and Access Mobility Plan (PAMP)	Infrastructure Services	Plan updated	30-Jun-19	Draft plans complete and endorsed for public exhibition.	Achieved
1.3.1.5 Apply annually to NSW State Government through RMS for Bike Facilities Grants	Infrastructure Services	Grant applications submitted annually	30-Nov-18	Grant applications submitted by due date. Outcomes are normally announced in May / June each year.	Achieved

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status	
1.3.1.6	Plan and deliver prioritised Pedestrian and Access Mobility Plan (PAMP) facilities	Infrastructure Services	Program of work completed	30-Jun-19	No works planned for 2018/19 and budget reallocated at March QR.	Achieved
1.3.1.7	Support the Byron Bay Bus Interchange in partnership with Transport for NSW	Infrastructure Services	Project progressed in accordance with approvals	30-Jun-19	Public consultation completed in late May. Subject to funding the project will commence in late 2019.	Achieved
1.3.1.8	Install cycle racks at various locations in Mullumbimby	Infrastructure Services	Cycle racks installed	30-Jun-19	Meeting held with Councillors and community / business representatives to progress locations and types of racks.	Achieved

Strategy 1.4 Provide a regular and acceptable waste and recycling service

Highlights

- Integrated Waste Management and Resource Recovery Strategy developed ready for exhibition and adoption

Strategy 1.4 DP Action 1.4.1 Implement Integrated Waste Management and Resource Recovery Strategy
Comment: Integrated Waste Management and Resource Recovery Strategy has been developed and is ready for exhibition and adoption.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
1.4.1.1 Finalise strategy and implement 2018/19 action plan activities	Infrastructure Services	2018/19 action plan program implemented	30-Jun-19	Presented to Water, Waste, and Sewer Committee. Report delayed to August meeting.	Substantially Achieved

Strategy 1.4 DP Action 1.4.2 Provide waste and resource recovery services
Comment: Kerbside Collection Contract maintained. BRRC operations delivered and stage one of Masterplan delivered.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
1.4.2.1 Implement Waste and Resource Recovery Collection Contract Management Plan	Infrastructure Services	Contractor KPIs maintained	30-Jun-19	Ongoing - KPIs reported internally as monthly performance report.	Achieved

DP Action
1.4.3

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. Staff actively participate and lead resource recovery discussions at the regional level.

Operational Plan Activity	Directorate	Measure	Due Date	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-19	Meetings attended, significant involvement in regional #RecycleRight campaign, litter and illegal dumping programs.	Achieved
1.4.3.2 Lead the progression of a regional alternative waste treatment facility project	Infrastructure Services	Agreement between NOROC Councils to progress to a detailed feasibility study for a regional alternative waste to energy treatment facility	30-Jun-19	Participation in preliminary Waste to Energy prefeasibility study led by Richmond Valley Council via Japanese Government funded consultants.	Partially Achieved

DP Action
1.4.4

Ensure facilities and services meet statutory requirements

Comment: All statutory requirements have been complied with, including completion of annual Environmental Protection Licences and Returns. Capital works have been undertaken from the Byron Resource Recovery Centre masterplan, including cut-fill and landfill capping and pavement. Public operations are scheduled to commence in January.

Operational Plan Activity	Directorate	Measure	Due Date	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-19	Compliance achieved. Landfill and Transfer Station annual EPL Returns submitted. Recent audit has highlighted some historical discrepancies in waste volumes, some discrepancies have been identified as software or user error bugs - working with EPA to resolve.	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-19	As above.	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-19	LFG Gas collection system operational and maintained inline with relevant Legislation. Next reporting period claim submitted.	Achieved
1.4.4.4	Complete 2018/19 capital works program	Infrastructure Services	Capital Works program completed	30-Jun-19	Stage 2 BRRCC Masterplan construction works completed December 2018.	Achieved
1.4.4.5	Undertake Byron Resource Recovery Centre Masterplan Stage 2 upgrade works	Infrastructure Services	Works completed	30-Jun-19	Stage 2 BRRCC Masterplan construction works completed December 2018.	Achieved

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

Highlights

- Tender for the supply and installation of solar at the Sewerage Treatment Plants in Bangalow, Byron, and Brunswick Valley was awarded

Strategy 1.5	DP Action 1.5.1	Increase the energy efficiency of Sewerage Treatment Plants				
		Comment: Bioenergy Program was completed in the first quarter. The tender for the supply and installation of solar at the Sewerage Treatment Plants in Bangalow, Byron, and Brunswick Valley was awarded and to be completed by September 2019.				

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
1.5.1.1 Expand solar farms at Bangalow; Byron and Brunswick Valley Sewage Treatment plants	Infrastructure Services	Expansion completed	30-Jun-19	Tender awarded, program on target to be completed September 2019.	Achieved

Strategy 1.5	DP Action 1.5.2	Ensure Wastewater Treatment Plants are maintained in accordance with operating licences				
		Comment: Ongoing monitoring.				

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
1.5.2.1 Monitor and compile annual licence returns	Infrastructure Services	Annual EPA returns submitted, overall exceedances <5%	30-Jun-19	An exceedance detected (90th percentile) for ammonia due to Bluesfest intake for the month of April 2019.	Achieved

Strategy
1.5

DP Action
1.5.3

Ensure Water Supply is maintained in accordance with NSW Health guidelines

Comment: Ongoing monitoring.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
1.5.3.1	Review Drinking Water Management Plan	Infrastructure Services	Drinking Water Management Plan reviewed and available on website	30-Jun-19	Drinking water management plan in current review stage. Draft review completed.	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	Remediate and integrate future use of South Byron Sewage Treatment Plant (STP)	Infrastructure Services	Complete remediation and finalise a future use option	30-Jun-19	A further update memo was prepared for Councillors. Night soil area contamination (Stage 2a) completed. Assessment for Stage 2b larger area progressing well but will not be completed by EOFY due to a range of complexities encountered during the project.	Partially Achieved
1.5.4.2	Implement Stormwater Inflow reduction program in Mullumbimby Sewer System	Infrastructure Services	Project plan developed and resourced	30-Sep-18	Community information session held on 11 December in Mullumbimby. Project plan implemented.	Achieved

Strategy
1.5

DP Action
1.5.5

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

Comment: 10 year strategic documents, including Long Term Financial Plan, are being reviewed in accordance with key considerations and recommendations from the Community Solutions Panel.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
1.5.5.1 Review integration of asset management plans, capital works program, s94 Plan, s64 Plan and Long Term Financial Plan	Infrastructure Services	Completed	31-Mar-19	Completed as part of the 2019/20 budget development.	Achieved

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 extent and impacts of the former landfill.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
1.5.6.1 Contamination assessment Butler Street Reserve	Infrastructure Services	Stage 1 assessment completed	31-Dec-18	Following the Preliminary Investigation Order, a formal Investigation Order has been issued by the EPA. The validated Investigation Plan was submitted on 30 November. The subsequent investigation and report was completed by 30 April. Cavanbah Consulting have been engaged to prepare the required Investigation Plan and then conduct the Investigation. The investigation will seek to further clarify the extent and impacts of the former landfill. This in turn will inform and plan for remediation and forward management of the area.	Achieved

Strategy 1.6 Manage traffic and parking in an efficient manner

1.6

Highlights

- Car share trial commenced in Byron Bay and Mullumbimby

Strategy
1.6

DP Action
1.6.1

Implement review of parking management

Comment: Parking management reviews and reporting ongoing in accordance with Council resolutions and developed program.

	Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
1.6.1.1	Implement Parking Management Strategies for: <ul style="list-style-type: none"> - Bangalow - Belongil - Mullumbimby - Brunswick Heads incorporating accessible parking requirements based on community need (which may exceed legislative requirements)	Infrastructure Services	Program of work completed	30-Jun-19	Schemes implemented for Bangalow, Mullumbimby and Brunswick Heads and reviews reported to Council. Belongil in design development stage.	Achieved

Strategy
1.6

DP Action
1.6.2

Ensure future traffic demand and alternative solutions are addressed in major infrastructure plans
Comment: Traffic demand and alternative solutions considerations ongoing with major infrastructure planning.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
1.6.2.1	Review Byron Bay parking time limit changes	Infrastructure Services	Review completed	30-Jun-19	Last reported to Council on 20 September 2018.	Achieved
1.6.2.2	Review Bangalow parking time limit changes	Infrastructure Services	Review completed	30-Jun-19	Scheme reviewed and reported to Council on 23 May 2019.	Achieved
1.6.2.3	Review Mullumbimby parking time limit changes	Infrastructure Services	Review completed	30-Jun-19	Scheme reviewed and reported to Council on 23 May 2019.	Achieved
1.6.2.4	Review Brunswick Heads parking time limit changes	Infrastructure Services	Review completed	30-Jun-19	Scheme reviewed and reported to Council in May and June 2019.	Achieved

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: Project plan is being developed for the review of the s94 Plan, which will assess the current and future infrastructure requirements, in accordance with Asset Management Plans.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status	
1.6.3.1	Review and update of S94 Plan	Infrastructure Services	Complete within timeframe	30-Jun-19	Progress has been delayed this year by prerequisite information sources. Also linked to OP action 1.1.4.1.	Partially Achieved
1.6.3.2	Ewingsdale Road (MR545) corridor strategic planning	Infrastructure Services	Plans developed and adopted	30-Jun-19	Access and Movement strategy for Byron Bay underway. Outcomes to inform MR545 Review.	Partially Achieved
1.6.3.3	Develop a Car Share Policy and pilot car share program for Byron Bay and Mullumbimby	Sustainable Environment and Economy	Policy developed and Pilot commenced	30-Jun-19	Policy developed and car share pilot launched on World Environment Day, 5 June.	Achieved
1.6.3.4	Advocate for innovative transport solutions across the shire	Infrastructure Services	Submission to TfNSW	31-Dec-18	- Submissions submitted by the due date to TfNSW and State Govt. eg Bus Shelter program. - Included in brief and discussion work for draft Transport Strategy	Achieved
1.6.3.5	Advocate for improved public transport across the Shire	Infrastructure Services	Submission to TfNSW to support increased services for the Byron Community	31-Dec-18	- Submissions submitted by the due date to TfNSW and State Govt. eg Bus Shelter program. - Included in brief and discussion work for draft Transport Strategy	Achieved

Strategy
1.6

DP Action
1.6.4

Improve effectiveness of Local Traffic Committee (LTC)

Comment: LTC process improvements reviews with committee ongoing.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status	
1.6.4.1	Review Local Traffic Committee operations	Infrastructure Services	Review completed	30-Nov-18	Constitution reviewed and operational review adopted. Staff working with RMS on delegations and operational management of meetings.	Achieved

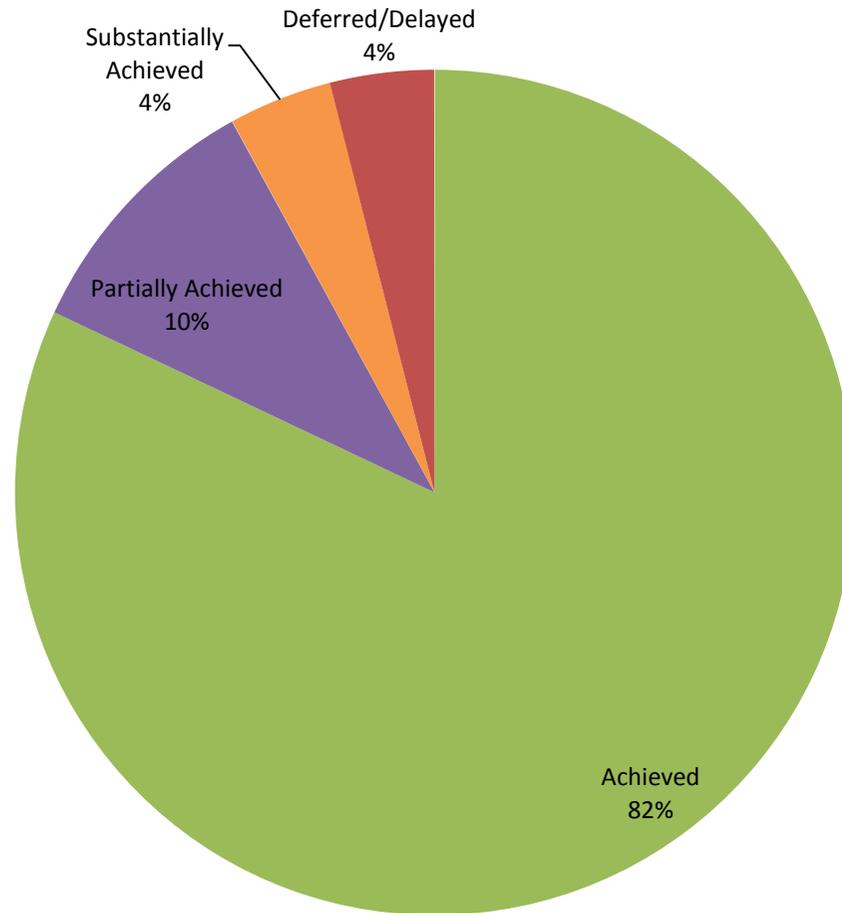
COMMUNITY OBJECTIVE 2:

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

- Over 280 events were supported across the Shire and three event workshop were held.

Strategy
2.1

DP Action
2.1.1

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

Comment: A number of events and initiatives were supported across the Shire including Soul Street New Years Eve event, NAIDOC Week, and Australia Day events.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
2.1.1.1	Participate in, promote or enable a range of community events	Corporate and Community Services	Three events delivered	30-Jun-19	NAIDOC 2018 and Australia Day 2019 delivered. Seniors Festival 2019 supported. Wide Angle Film Festival; Internal screening 19 June (14 attendees), Community screening 20 June (16 attendees).	Achieved
2.1.1.2	Provide support to the Mullumbimby Chamber of Commerce for drought relief	Infrastructure Services	Support provided through use of Council trucks and staff volunteered time	30-Jun-19	Two requests made to Council supported and assistance provided.	Achieved

Strategy

2.1

DP Action
2.1.2

Provide meaningful and inclusive opportunities for volunteering

Comment: Council continues to support our volunteering community, particularly through the 'Love Byron Halls' project. Workshops are held for committee volunteers to enhance their skills and knowledge. Council has undertaken an internal audit of volunteering and continues to develop opportunities for meaningful volunteering both within the organisation and with partner organisations.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
2.1.2.1	Provide accessible training, support and capacity building to s355 committee volunteers	Corporate and Community Services	Volunteering program delivered and evaluated	30-Jun-19	The 'Love Byron Halls' project included two capacity building workshops for Section 355 Management Committee volunteers in marketing and promotion Q1 and Q2. An induction and bookings training workshop was completed in March and WHS training has been developed.	Achieved

Strategy

2.1

DP Action
2.1.3

Enhance opportunities for interaction with art in public spaces

Comment: Public Art commissions include Bayshore Drive Roundabout and Railway Park. A review of the Public Art Guidelines and commissioning process is underway.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
2.1.3.1	Implement Public Art Strategy	Corporate and Community Services	One public art strategy action commission initiated	30-Jun-19	Public Art commissions include Bayshore Drive Roundabout. Railway Park commission underway. Amendment to the DCP Chapter for Public Art underway. Review of Public Art Guidelines and Criteria has commenced.	Achieved

DP Action
2.1.4

Support Aboriginal cultural vibrancy within the Shire

Comment: Council supports Aboriginal cultural revitalisation and vibrancy through a range of activities, events, and development of resources. Further, Council works with our traditional owners to support cultural heritage and caring for Country.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
2.1.4.1	Support cultural restoration projects, events and celebrations	Corporate and Community Services	One cultural restoration project delivered	30-Jun-19	Cultural restoration projects completed with projects exceeding target.	Achieved
2.1.4.2	Support opportunities for Aboriginal Public Art	Corporate and Community Services	One public art opportunity delivered	30-Jun-19	Council supported funding application for an Aboriginal sculpture in the Mullumbimby Sculpture walk.	Achieved
2.1.4.3	Deliver agreed outcomes from Arakwal MoU	Corporate and Community Services	Four outcomes delivered	30-Jun-19	Arakwal MoU review reported to Arakwal MoU Committee and Arakwal Corporation Board. Shared development of new MoU has commenced via MoU sub-committee, and is in final stages of drafting.	Achieved

DP Action
2.1.5

Develop and maintain collaborative relationships with multicultural communities

Comment: Council supports multicultural activities and events including Harmony Day and provides funding for a number of initiatives through s356 community initiatives grants.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
2.1.5.1	Develop network opportunities for the multicultural community	Corporate and Community Services	One network opportunity per year; identify local multicultural priorities	30-Jun-19	The Byron Multicultural Network was successful in obtaining a Community Initiatives Program grant to develop this sector in Byron Shire. Multicultural Monthly Lunch and Workshop was held.	Achieved

DP Action
2.1.6

Develop strong and productive relationships between the Aboriginal community and Council

Comment: Council has a MoU with Bundjalung of Byron Bay Arakwal Corporation, which facilitates a range of important projects and programs.

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	Aboriginal Steering Committee membership, terms of reference and membership agreed; minimum two meetings	30-Jun-19	Draft Terms of Reference developed with internal and external consultation underway.	Partially Achieved

DP Action
2.1.7

Support range of existing, emerging and major events

Comment: Council supports a range of community events through the provision of advice and assistance, financial support, waiving of fees, and a number of other measures. A variety of events and event related activities were supported during the year enhancing and encouraging our vibrant culture and creativity.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status	
2.1.7.1	Continue to support event organisers in the delivery of a range of events	Sustainable Environment and Economy	Five events assisted Three event workshops held Total supported events value (>\$0.5 million)	30-Jun-19	135 events have been supported and 28 events took place in the quarter. Including 28 event applications processed, 15 approved film projects took place, and 18 wedding licences approved.	Achieved	
2.1.7.2	Commence preparation of a Sustainable Events Policy	Sustainable Environment and Economy	Scoping plan prepared	30-Jun-19	‘Roundtable’ discussion with relevant stakeholders in the event and waste/sustainability space (including local event organisers, market managers, North East Waste etc.) to identify major concerns, and where Council might be able to assist. Next Roundtable scheduled for October. Follow up email identifying major discussion points and providing attendees with a survey to help collate information and key priorities, as well as determine how often those involved would like to meet in the future to continue the discussion Feedback from this will help inform the final draft Toolkit which is going through final editing processes.	Achieved	
2.1.7.3	Commence preparation of a Strategic Events Plan	This activity was superseded by 4.1.1.1 in the Q2 review.					

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

- Mullumbimby Hospital PRG completion November 2018
- Rough Sleepers street count completed August 2018
- Proposal outlining Responses to 'Rough Sleeping' submitted to Department of Premier and Cabinet

Strategy 2.2

DP Action 2.2.1

Develop and maintain collaborative relationships with government, sector and community

Comment: Participation in key state and federal government planning and development initiatives. Ongoing collaborative networks and projects with government and non-government agencies and organisations that improve outcomes for local community.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
2.2.1.1 Facilitate network development to improve collaboration	Corporate and Community Services	Develop online capabilities to provide and support regional collaboration	30-Jun-19	Facilitated Byron Interagency meeting (Homelessness Theme) 28 May; 22 people attended	Achieved
2.2.1.2 Participate in and inform community planning	Corporate and Community Services	Participate in community planning events and activities (4)	30-Jun-19	Participation in community planning events and activities, including District Homelessness Implementation Group, Northern Rivers Housing Forum, Primary Health Network, Byron Liquor Accord.	Achieved

DP Action
2.2.2

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

Comment: Deliver long day care and outside school hours care services across the Shire and provide opportunities for sector collaboration to deliver positive outcomes for children and their families.

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	Maintain or improve NQF ratings Provide sector development opportunities (1)	30-Jun-19	Monthly OSHC meetings established with Quality Improvement Plan training delivered and policy review process put in place. Monthly lead educator and team room meetings at Sandhills as well as quarterly full team meetings scheduled. Designated educator appointed to facilitate Quality Improvement Plan. Future Documentation PD to be sourced. Critical reflection practices implemented by Lead Educator.	Achieved

Strategy

2.3

Provide accessible, local community spaces and facilities

Highlights

- Richmond Tweed Regional Library Strategic Plan underway

Strategy
2.3

DP Action
2.3.1

Increase accessibility of facilities

Comment: Disability Inclusion Action Planning incorporated into organisational IP&R processes. A review of the integration of the plans and consideration of access and inclusion principles will be undertaken in development of the 2019/20 Operational Plan. An Internal Working Group has been established to promote positive attitudes and behaviours in relation to inclusion.

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	Facilitate minimum four ACWG meetings per year	30-Jun-19	Meetings completed with final Access Consultative Working Group (ACWG) meeting 18 June; Customer Service Strategy and front office design plans presented and discussed to ensure input and feedback from members.	Achieved

Strategy
2.3

DP Action
2.3.2

Support effective management of community buildings (SP)

Comment: Building audit was undertaken. This audit will inform the works schedule and identification of maintenance and major works required.

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	Five year works schedule developed	30-Jun-19	Works scheduled and reviewed in line with resource availability and new asset management software modelling.	Achieved

Strategy

2.3

DP Action
2.3.3

Provide high quality library services (SP)

Comment: Richmond Tweed Regional Library Strategic Plan was completed and the development of service level agreements is currently underway.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
2.3.3.1	Develop Richmond Tweed Regional Library Strategic Plan and local Service Level Agreements	Corporate and Community Services	Strategic Plan and local Service Level Agreement developed	30-Jun-19	Draft Strategic Plan delivered to March RTRL Committee meeting. Service Level Agreements have been initiated. Full day SLA development meeting June. SLA meeting completed. Draft SLAs to be delivered to August RTRL Committee meeting.	Achieved

Strategy

2.3

DP Action
2.3.4

Provide council buildings which are water and energy efficient

Comment: Council will undertake an audit of water and energy efficiency of Council buildings.

Operational Plan Activity		Directorate	Measure	Due Date	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	31-Mar-19 30-Jun-19	Planet footprint report on the energy efficiency of Council infrastructure.	Substantially Achieved

DP Action
2.3.5

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

Comment: Significant projects delivered and active and passive recreational reserves maintained. Council resolved (18-836) to undertake activities to enhance beach safety at Tyagarah Reserve and establish the Byron Safe Beaches Committee.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
2.3.5.1	Plan and deliver Open Space works programs based on defined levels of service	Infrastructure Services	Annual Program of works completed within budget	30-Jun-19	Service review for Byron township complete. Open Spaces Asset Management Plan deliverable in 2019/20.	Achieved
2.3.5.2	Enhance beach safety at Tyagarah Reserve through a number of initiatives including the installation of cameras	Infrastructure Services	Cameras installed	30-Jun-19	Signage installed and cameras operational.	Achieved
2.3.5.3	Establish the Byron Safe Beaches committee	Infrastructure Services	Committee established	30-Jun-19	Interim committee established as per resolution. They have met on a number of occasions.	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: Recreation Needs Study adopted and actions fed in to budget process.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
2.3.6.1	Update Open Space work programs in alignment with an adopted Recreational Needs assessment	Infrastructure Services	Programs reflects adopted Recreational Needs assessment within budget	30-Jun-19	Short term priorities within plan considered as part of budget process.	Achieved

DP Action
2.3.7

Deliver Open Space and Recreational services in line with Community Solutions Panel values (SP)
Comment: CSP values used as a decision making for capital and renewal program budget bids.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
2.3.7.1 Develop program of Open Space and Recreational works	Infrastructure Services	Program of work approved	30-Sep-18	Towns and Villages, Sportsfields Parks and Reserves, Contracted Areas, Steam Cleaning and Weeding, OS facilities and BBC unit programmed levels of service being reviewed against adopted rec needs study.	Achieved
2.3.7.2 Implement new works projects	Infrastructure Services	Program of work completed	30-Jun-19	Majority completed.	Achieved
2.3.7.3 Review Plan of Management for Bangalow Sports Fields	Infrastructure Services	Draft plan reported to Council	30-Jun-19	Consultation conducted through late 2018 early 2019 in the main street and at Farmers Markets.	Partially 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: Development of Plans of Management based on categorisations is the primary focus.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
2.3.8.1 Complete required applications to Minister for initial classification and categorisation of applicable reserves and one-off applications	Infrastructure Services	Applications lodged	30-Jun-19	Reports to Council, No 1 - 23/11/2018. No 2 - 28/02/2019, No 3 - 28/03/2019 and No 4 - 27/06/2019 with two Councillor workshops. Applications submitted to Department of Industry - Crown Lands for all Crown Land Manager reserves.	Achieved
2.3.8.2 Plan prioritisation, resourcing and timetables for Plans of Management for Crown Reserves	Infrastructure Services	Prioritisation Plan adopted by Council	30-Jun-19	Prioritisation Plan with resourcing and timetable, endorsed internally, now simply awaiting Department of Industry - Crown Lands' responses to Council's applications before plan can be finalised. Council resolutions to defer categorisation for some reserves delayed the applications to DOI-CL, with flow on delays to their responses and ability to finalise prioritisation.	Substantially Achieved

Strategy 2.4

Enhance community safety and amenity while respecting our shared values

Highlights

- Safe Summer in the Bay
- Crime Prevention grant funding secured and project commenced to complete lighting upgrade in Byron Bay
- Draft Community Resilience Plan developed

Strategy 2.4

DP Action 2.4.1

Provide and facilitate local emergency management

Comment: Council participates on the Tweed Byron Local Emergency Management Committee (TBLEMC). The committee adopted an Emergency Management Plan (EMP). Emergency management training scheduled for staff.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
2.4.1.1 Ensure there is a current Tweed Byron Local Emergency Management Committee (TBLEMC) Emergency Management Plan (EMP) by reviewing and keeping up to date the EMP, Consequence Management Guides (CMGs) and sub plans	Infrastructure Services	All documents approved and current	30-Jun-19	Plan is adopted and up to date	Achieved
2.4.1.2 Attend TBLEMC and Regional Emergency Management Committee (REMC) meetings	Infrastructure Services	Attend meetings as scheduled	30-Jun-19	All TBLEMC meetings attended to date but apology for REMC due to location of meetings in Coffs Harbour and no teleconference facilities.	Achieved
2.4.1.3 Undertake exercises of EMP and CMGs as decided by TBLEMC	Infrastructure Services	Attend exercises as scheduled	30-Jun-19	The need for and type of exercises required were discussed at last TBLEMC meeting on 13 February 2019. One CMG planned exercise and update at each quarterly TBLEMC meeting. Exercises to be undertaken as required by TBLEMC.	Achieved

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
2.4.1.4	Ensure sufficient staff are trained to undertake Emergency Management roles in and outside business hours	Infrastructure Services	Staff and positions identified and training completed	30-Jun-19	Additional staff will be identified and trained as alternate LEMO and as Liaison Officers. Next training round available in Nov 2019.	Partially Achieved
2.4.1.5	Deploy technology to improve disaster response and recovery by preparing field devices and staff trained in readiness to respond to a natural disaster	Infrastructure Services	Capability improved	30-Jun-19	Council is able to activate Recover Software as required for next disaster event.	Achieved
2.4.1.6	Develop community resilience network	Corporate and Community Services	CRN model agreed with Office of Emergency Management	30-Jun-19	Draft Community Recovery Plan developed with OEM and workshopped with LEMC. Waiting on further draft to be provided to LEMC and adoption by OEM. Consultation in communities and community sector in relation to Community Resilience Network has occurred with a further commitment from the State Government to fund implementation of the CRN. CRN data capture finalised. No further input May. Delay at Office of Emergency Management end as need final approval.	Partially Achieved
2.4.1.7	SES Building Mullumbimby - project manage alterations and additions	Infrastructure Services	Final Completion Certificate	31-Dec-18	Works completed previously.	Achieved
2.4.1.8	Develop and test a prototype of an Emergency Dashboard using the Open Cities CMS platform	Corporate and Community Services	Emergency dashboard prototype developed	30-Jun-19	Work has started on a prototype but waiting to hear back from Open Cities and also IS may be including development of a dashboard as part of one of its projects.	Deferred/ Delayed

DP Action
2.4.2

Support community driven safety initiatives

Comment: Evidence based community safety initiatives developed and implemented in collaboration with community organisations and government and non-government agencies.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
2.4.2.1 Implement Council's Safe Community Compact	Corporate and Community Services	One project delivered	30-Jun-19	One lighting project completed. Currently seeking variation from Dept. of Justice (Crime Prevention Grant) due to Essential Energy not having suitable LED Luminaires resulting in delays to current project timelines/delivery.	Achieved
2.4.2.2 Support the Safe Summer in the Bay initiative	Corporate and Community Services	NYE safety response delivered	31-Mar-19	Safe Summer in the Bay delivered.	Achieved
2.4.2.3 Support harm minimization initiatives	Corporate and Community Services	Number of young people supported via Street Cruise	30-Jun-19	Street Cruise Funding provided. Acquittal due 30 June.	Achieved

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 Date	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	<p>1. Camping patrols undertaken and staffing maintained to roster (90%)</p> <p>2. Proactive patrols of community parks and open spaces undertaken to monitor their safe use by dogs and their owners (4/weekly)</p> <p>3. Very High compliance priority program actions (100% completed within response times)</p> <p>4. Very High compliance priority program actions (100% completed within response times)</p> <p>Animals rehomed, released, returned and sold (70%)</p>	30-Jun-19	<p>1. Staffing maintained so that Community Enforcement Officers undertake regular patrols.</p> <p>2. Animal Support & Enforcement Officers undertake regular weekly patrols around the Shire.</p> <p>3. Developments, actions, works, activities or uses that places people's lives at immediate risk or that cause or are likely to cause a significant risk of environmental harm or pollution are generally actioned within 24 hours.</p> <p>4. The success rate for animals rehomed, released, returned or sold remains high, above 95%. In June all animals requiring assistance were rehomed, released, returned or sold.</p>	Achieved

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status	
		5. Customer service requests attended to >500 completed within response times		5. There were 1,332 CRMs completed during 2018/19.		
2.4.3.2	Deliver compliance education programs to the community	Sustainable Environment and Economy	Programs completed (2)	30-Jun-19	The use of VMA signage and media releases during peak periods to educate on unauthorised camping and provide information on authorised camping accommodation within the Shire. Compliance related fact sheets updated and available on the website, other information is also updated on request.	Achieved
2.4.3.3	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 roster (90%) Customer service requests attended to >500 completed within response times	30-Jun-19	1. Staffing maintained to ensure Community Enforcement Officers undertake regular patrols. 2. There were 552 parking related CRMs completed during 2018/19.	Achieved
2.4.3.4	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%) Liquor license applications attended to within response times (>80%)	30-Jun-19	Compliance Inspections undertaken within required timeframes. Liquor license reviews undertaken on receipt.	Achieved
2.4.3.5	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-19	There were 272 food premises and 220 temporary/mobile premises inspected during 2018/19.	Achieved

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
2.4.3.6	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-19	Onsite sewage inspections on track to comply with measure.	Achieved
2.4.3.7	Deliver environmental and public health education programs to the community	Sustainable Environment and Economy	Programs completed (2)	30-Jun-19	A Retail and Food Service Information Session was held in conjunction with the Department of Health. It was attended by retail and food service operators to increase food handling skills and knowledge, and advise on responsibilities regarding cleaning and sanitising, labelling and allergens.	Achieved
2.4.3.8	Install native animal awareness signs	Infrastructure Services	Signs purchased and installed	30-Jun-19	Investigation works underway to determine extent and costs of works. Reported to TIAC, no specific budget allocated and further investigation required as per Council resolution.	Partially Achieved

Strategy 2.5

Encourage community appreciation of cultural vitality and diversity

Highlights

- Heritage Forum held 10 August 2018

Exceptions

- Office of Environment and Heritage cancelled the cultural heritage predictive mapping project

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: Council continues to advocate for effective partnerships to deliver cultural heritage protection outcomes for local Aboriginal communities.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
2.5.1.1	Incorporate Cultural heritage predictive mapping into business activities	Corporate and Community Services	Project initiated with Office of Environment and Heritage and steering committed	30-Jun-19	Office of Environment and Heritage cancelled the project. Council continue to develop relationships through regular meetings regarding other issues involving the Aboriginal community. Consideration of alternative opportunities for mapping project in development.	Deferred/ Delayed

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 throughout the year. Website updated to provide development advice on heritage properties.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
2.5.2.1	Administer the Heritage Advisory Panel	Sustainable Environment and Economy	Four Meetings held	30-Jun-19	No Heritage Advisory Panels were due to be held during June.	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-19	Program progressing in accordance with the funding arrangements.	Achieved
2.5.2.3	Provide a free Heritage Advisory Service to the community	Sustainable Environment and Economy	Level of service use (referrals and advice >10) (events and forums >2)	30-Jun-19	Staff and Council's Heritage Advisor continue to provide guidance on Heritage related issues.	Achieved

COMMUNITY OBJECTIVE 3:

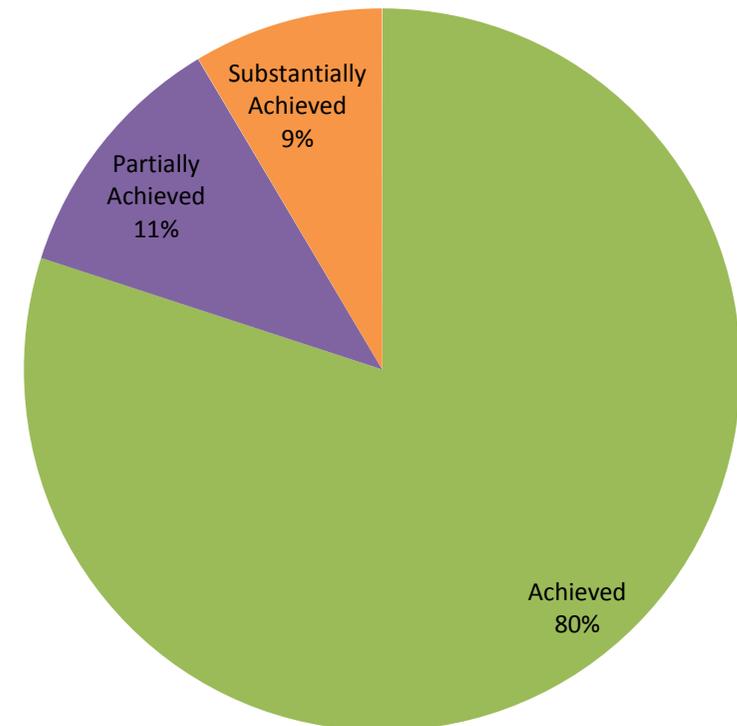
WE PROTECT
AND ENHANCE
OUR NATURAL
ENVIRONMENT



Community Objective 3:

We protect and enhance our natural environment

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



Strategy 3.1 Partner to protect and enhance our biodiversity, ecosystems and ecology

Highlights

- Draft Integrated Pest Management Strategy - robust engagement in preparing the draft including professional peer review and a quality document that uses diagrams and pictures and layered information to tell the story
- Two successful funding grants to assist in implementing the Flying Fox Camp Management Plan

Strategy 3.1 DP Action 3.1.1 Protect and enhance our natural environment and biodiversity
Comment: Key strategies and plans have been developed to protect and enhance our environment and biodiversity including the Flying Fox Camp Management Plan, Pest Animal Management Plan, E-Zone review and review of the Biodiversity Conservation Strategy. These development of these plans provides an opportunity to engage and collaborate with the community, while also developing key relationships and partnerships.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
3.1.1.1 Continue to develop partnerships with NSW Local Lands Services, State and Federal Government to facilitate investment in Biodiversity Programs	Sustainable Environment and Economy	Partnerships developed and Programs delivered	30-Jun-19	Working in partnership on the Richmond River Governance Project. Working in partnership with OEH and other agencies on a NE Hinterland Regional Koala Project under Saving our Species. Participating in NRJO biodiversity legislation reforms project. LGNSW Flying Fox Grants Program 2019 - grant application to remove vegetation to create a buffer between houses and flying foxes at Paddys Ck Bangalow. Commenced discussions with neighbouring Councils and LLS regarding feral deer sightings in Tweed and a proposed awareness campaign Commenced discussions with NCLLS, NPWS and Goonengerry Landcare to plan a coordinated wild dog baiting program in the Goonengerry area.	Achieved
3.1.1.2 Continue to undertake the Biodiversity Strategy review	Sustainable Environment and Economy	Progress Strategy review	30-Jun-19	Draft Strategy in preparation. Draft Strategy content being reviewed in light of recent release of Global Biodiversity Assessment.	Achieved

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status	
3.1.1.3	Continue the E zone review	Sustainable Environment and Economy	Review progressed in stages	30-Jun-19	Stage 1: Council adopted the E Zone mapping amendments to forward to the NSW Parliamentary Counsel's Office requesting that a draft LEP instrument be prepared. Landowners who have an E Zone being applied will be notified. Stage 2: Gateway Determination received. Stage 3: In preparation.	Achieved
3.1.1.4	Prepare a Shire Wide Integrated Pest Management Strategy	Sustainable Environment and Economy	Strategy complete	30-Jun-19	The draft Integrated Pest Management Strategy is on public exhibition until 2 August 2019.	Achieved
3.1.1.5	Implement the Flying Fox Camp Management Plan	Sustainable Environment and Economy	Actions implemented (1)	30-Jun-19	Construction of buffers at Paddy's Creek Bangalow commenced.	Achieved
3.1.1.6	Implement the Koala Plan of Management	Sustainable Environment and Economy	Actions implemented (3)	30-Jun-19	On ground works continuing through Byron Habitat Corridors Project along with other koala engagement activities being developed using funds from the Saving our Species – Iconic Koala Project. Working in partnership with OEH and other agencies on a NE Hinterland Regional Koala Project under Saving our Species 18-21FY.	Achieved
3.1.1.7	Complete and commence implementation of the Pest Animal Management Plan	Sustainable Environment and Economy	Plan complete and actions implemented (1)	30-Jun-19	Council adopted the plan at the 28 March 2019 meeting. Wild dog and feral animal trapping program has commenced for the season.	Achieved

DP Action
3.1.2

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

Comment: Significant work across degraded sites has occurred and continues to occur across the shire.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
3.1.2.1	On ground actions to maintain and expand restoration of HEV sites on Council owned or managed lands	Infrastructure Services	Measurable reduction of time required on long-term managed sites	30-Jun-19	Staff have demonstrated (E2018/79301) that with increased visitation to sites has reduced overall herbicide and other treatment times.	Achieved
3.1.2.2	Respond to biosecurity threats in a timely and efficient manner	Infrastructure Services	No Biosecurity Directions outstanding	30-Jun-19	Biosecurity directions on Bitou Bush have been revoked following treatment of affected land. There are no outstanding biosecurity directions. Complete.	Achieved
3.1.2.3	Train and mentor community Landcare and Dunecare groups	Infrastructure Services	Positive expansion of sites under community stewardship	30-Jun-19	The Bush Regeneration Team has mentored two new groups in recent months - Lilly Pilly Landcare and Rotary Rainforest Care at Pine Avenue Mullumbimby.	Achieved
3.1.2.4	Identify new high profile sites for restoration works	Infrastructure Services	Two commenced each year	30-Jun-19	Two new high-profile sites in Mullumbimby are being considered for work - Casuarina Street and corner of Main Arm Road and Palm Avenue.	Achieved

Strategy Strive to become a sustainable community

3.2

Highlights

- Zero Emissions Strategy adopted

Strategy
3.2

DP Action
3.2.1

Work towards Council's zero-emissions target

Comment: Zero Emissions Strategy is complete and adopted for ongoing implementation of key initiatives.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
3.2.1.1	Prepare Emissions Reduction Strategy	Sustainable Environment and Economy	Strategy complete	30-Jun-19	Council adopted the Strategy at the 20 June 2019 meeting.	Achieved
3.2.1.2	Prepare Bioenergy Project Plan	Infrastructure Services	Plan complete, ready to tender	31-Oct-18	Bankable Feasibility Study Tender awarded as per Resolution 18-774.	Achieved
3.2.1.3	Build community Solar Farms at Brunswick Valley STP	Infrastructure Services	Solar farms procured and installed	30-Jun-19	Program on target for completion at September 2019.	Achieved
3.2.1.4	Implement actions to achieve zero emissions by 2025	Sustainable Environment and Economy	Emissions reduction on track for 2025 target	30-Jun-19	Construction of a Solar Carpark 99Kw at Mullumbimby Administration Building is scheduled to commence in July. Planning for a 5-megawatt solar farm on land next to the Resource Recovery Centre at Myocum has commenced.	Achieved
3.2.1.5	Review Ethical Catering Policy and Sustainable Purchasing Standard	Sustainable Environment and Economy	Review commenced	30-Jun-19	Scope of the review has been endorsed and a draft Policy is being prepared.	Achieved
3.2.1.6	Install 99kw Solar Carpark at Mullumbimby Administration Building	Sustainable Environment and Economy	Solar Carpark construction commenced	30-Jun-19	The tender has been awarded to supply and install the Mullumbimby Administration Building Solar. The design and procurement of materials is complete, community engagement has commenced and works commenced on 10 June 2019.	Achieved

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
3.2.1.7	Prepare report on Council's climate change adaptation processes for rising temperatures, emergencies, asset maintenance, water resources in a changing environment	Sustainable Environment and Economy	Report complete	30-Jun-19	Report presented to 21 February 2019 Planning Meeting and 27 June 2019 Council Meeting.	Achieved

Strategy

3.2

DP Action
3.2.2

Support community environmental and sustainability projects

Comment: Key community strategies and initiatives are continuously supported to encourage a sustainable community.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
3.2.2.1	Provide environmental and sustainability information	Sustainable Environment and Economy	Programs completed (4)	30-Jun-19	Ongoing response to public enquires relating to sustainability, pest management, fire management, plant identification and threatened species. Sunspot PV identification tool for property owners. Revolving Energy Fund reviewed. EUA evaluation completed. Website updated.	Achieved
3.2.2.2	Encourage and support environmental and sustainable community activities and groups	Sustainable Environment and Economy	Number of groups supported (maintain or increase)	30-Jun-19	Ongoing support to community gardens, COREM, ZEB and ReNEW Fest.	Achieved
3.2.2.3	Implement the Brunswick Valley Sustainability Centre Management Plan	Infrastructure Services	All elements >25% complete	30-Jun-19	Appointment of PM consultant to facilitate works.	Partially Achieved

Strategy 3.3

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

Highlights

- Adoption of Recycled Water Strategy

Exceptions

- CZMP for the Eastern Precincts is no longer able to be certified due to lapse of legislation transitional arrangement

Strategy
3.3

DP Action
3.3.1

Implement Coastal Management Program

Comment: Work has commenced on developing a new Coastal Management Program under the new legislation that will provide a strategic and integrated plan to manage the coast and protect and enhance our coastal values.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
3.3.1.1	Finalise and implement Coastal Zone Management Plan Eastern Precincts Byron Bay Embayment	Sustainable Environment and Economy	Plan certified by Minister	30-Jun-19	CZMP for the Eastern Precincts is no longer able to be certified due to lapse of legislation transitional arrangements. Work has commenced on a new Coastal Management Program with Stage One of the Coastal Management Program process almost complete. The draft Scoping Study for Cape Byron to South Golden Beach is due to be received early June. Once reviewed it will then be reported to council in August for endorsement to go to public exhibition.	Partially Achieved
3.3.1.2	Prepare Coastal Management Program scoping study for New Brighton and Byron Bay Embayment Western Precincts	Sustainable Environment and Economy	Scoping study prepared	30-Jun-19	The draft Scoping Study for Cape Byron to South Golden Beach has been received. Once reviewed it will then be reported to council in August for endorsement to go to public exhibition.	Achieved
3.3.1.3	Commence pre-construction phase of Jonson Street protection works	Sustainable Environment and Economy	Concept design complete	30-Jun-19	Tender has closed and the evaluation is complete for reporting to 27 June meeting.	Partially Achieved

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
3.3.1.4	Partner with the Belongil Swamp Drainage Union to prepare and implement a Management Plan for the Union Drains	Infrastructure Services	Management Plan funded and completed	31-Mar-19	Funding has been provided to the BSDU in accordance with Council Resolution. Received Draft Management Plan.	Achieved
3.3.1.5	Finalise detailed design for Alternative flowpath from Byron Bay Sewage Treatment Plant	Infrastructure Services	Detailed design completed and Tender documents finalised	31-Mar-19	90% design completed. ET report due July 2019.	Substantially Achieved
3.3.1.6	Identify recycled water projects that will increase recycled water usage	Infrastructure Services	Finalisation of a Recycled Water Strategy	31-Dec-18	Strategy finalised and adopted.	Achieved
3.3.1.7	Reduce nutrients discharged into the Brunswick via effluent discharge from the Sewage Treatment Plants	Infrastructure Services	Nutrients reduced by 20%	30-Jun-19	Nursery will receive re-use water thereby reducing nutrient loading.	Substantially Achieved
3.3.1.8	Improve fish passage in the Brunswick River catchment	Infrastructure Services	'Bring back the Bruns' Stage 1 project delivered	30-Jun-19	Applications made for Fisheries Permits for removal, which was completed in May 2019. Works completed as per adopted program.	Achieved

Strategy Support and secure our farming future

3.4

Highlights

- EZone Planning Proposal (PP) #1 received. Gateway Determination public exhibition.
- Small Farms Smart Grants application successful

Strategy
3.4

DP Action
3.4.1

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

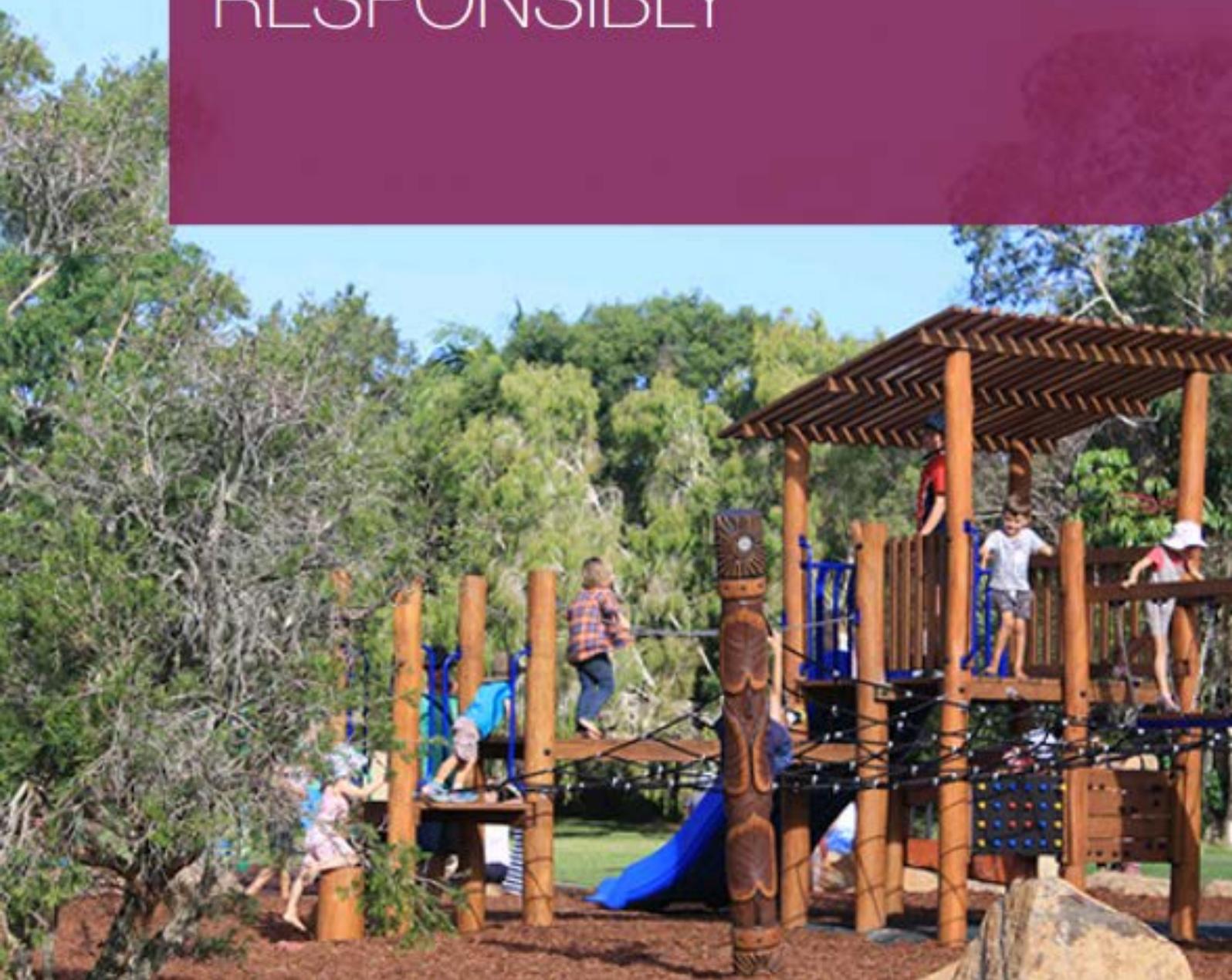
Comment: Key strategies and plans have been developed to agricultural communities and farming lands.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
3.4.1.1 Implement priority actions of the Rural Land Use Strategy	Sustainable Environment and Economy	Actions implemented (1)	30-Jun-19	E Zone Planning Proposals continuing in stages. Proposal to apply RU6 zone to scenic escarpment land -exhibition feedback period finished and submissions report to be presented to Council, August 2019. Rural Function Centre planning controls: Public submissions report and amended Planning Proposal considered at June Council Meeting. Council resolved to submit to the Department for an amended Gateway determination.	Achieved
3.4.1.2 Continue to develop partnerships with other LGs, State and Federal Government and Agri-business organisations to facilitate education, mentoring, advocacy and investment in agriculture	Sustainable Environment and Economy	Partnerships developed and programs delivered	30-Jun-19	Small Farms Smart Grants application successful. This grant will deliver a rural landowners guide and a mentoring program to connect new farmers with industry leaders and will deliver six field days/ workshops/farm tours on subjects such as marketing produce, chemical and pest management, restoring riparian corridors and improving soil health.	Achieved

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
3.4.1.3	Investigate the establishment of a Food Hub at Tyagarah	Sustainable Environment and Economy	Investigation complete, EOI sought from industry, site masterplan commenced	30-Jun-19	Previous site studies being reviewed. Site to be considered in Employment Land Strategy.	Partially Achieved
3.4.1.4	Establish Agribusiness Cluster	Sustainable Environment and Economy	First meeting convened	30-Apr-19	Agriculture Cluster Group meeting on 30 May.	Achieved
3.4.1.5	Develop Agriculture and Agribusiness Action Plan	Sustainable Environment and Economy	Plan commenced	30-Jun-19	The Action Plan is being developed in conjunction with the Agricultural Cluster Group.	Achieved
3.4.1.6	Review 'Farmers Farm and Cows Moo' brochure	Sustainable Environment and Economy	New brochure completed	30-Jun-19	Content has been updated for approval before being printed.	Substantially Achieved

COMMUNITY OBJECTIVE 4:

WE MANAGE
GROWTH AND
CHANGE
RESPONSIBLY



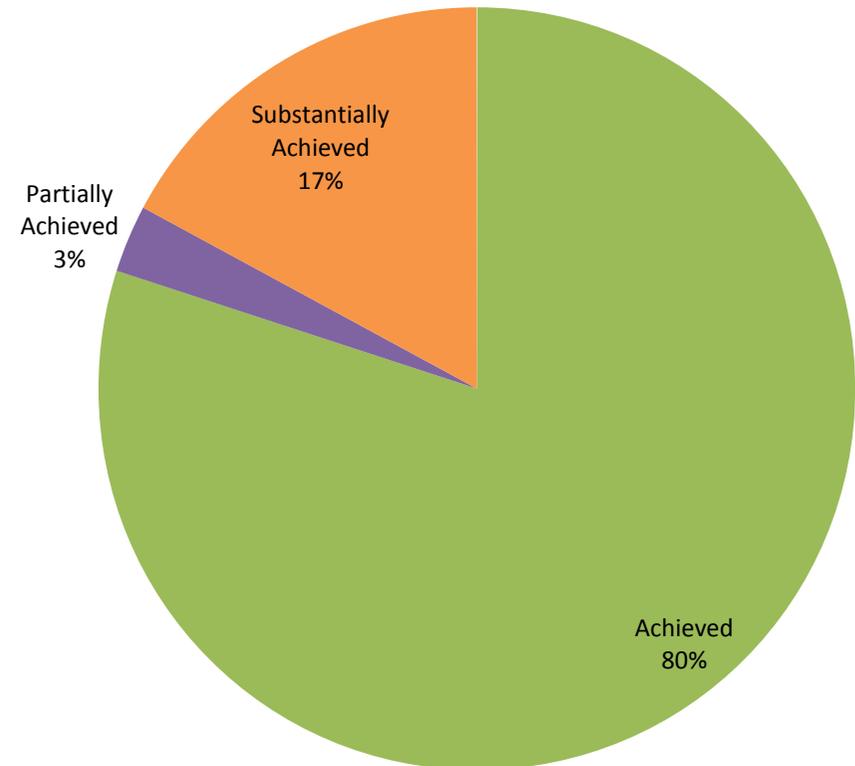
Community Objective 4:

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

- Bangalow Village Plan adopted by Council

Strategy
4.1

DP Action
4.1.1

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

Comment: Key actions from Masterplans have been implemented aligning with aspiration of local communities.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
4.1.1.1	Continue to implement Byron Bay Town Centre Masterplan	Sustainable Environment and Economy	Actions/projects completed (2)	30-Jun-19	<p>Council is working with the Byron Bay Town Centre Masterplan Guidance Group to implement actions from the Plan that deliver on the Masterplan's short term priorities. Current projects:</p> <ul style="list-style-type: none"> Railway Park upgrade – construction on Stage 2 has commenced and is expected to be complete by October 2019 Sandhills Estate skate park and recreation hub – Landscape architect engaged for overall precinct design Planning proposal to amend Byron LEP to activate rail corridor sent to Department to make the amendment Draft Planning Proposal (PP) and DCP chapter: PP amended to remove extension of height limit for lower end of Jonson Street and sent to DPE requesting Gateway determination Byron Bay bus interchange Access and Movement Strategy – report to Council mid 2019 to address prioritisation and implementation Byron foreshore upgrade 	Achieved

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
4.1.1.2	Continue to develop Our Mullumbimby Masterplan	Sustainable Environment and Economy	Draft plan complete	30-Jun-19	The draft plan has been prepared for further consultation with the Guidance Group prior to reporting to Council.	Substantially Achieved
4.1.1.3	Finalise Bangalow Village Plan	Sustainable Environment and Economy	Plan complete	31-Mar-19	The 'Bangalow Village Plan – Vision and Initiatives' was adopted by Council at the 21 February Planning meeting. An Implementation Plan has been prepared to prioritise the community priority projects identified during the public exhibition.	Achieved
4.1.1.4	Prepare a precinct plan for the Byron Arts and Industrial Estate	Sustainable Environment and Economy	Enquiry by Design complete	30-Jun-19	Enquiry by Design held 9 and 10 April. Draft precinct plan being prepared.	Achieved
4.1.1.5	Deliver projects in Tweed Street, such as pocket parks and landscaping	Infrastructure Services	Projects delivered	30-Jun-19	Consultation with community groups undertaken and program of works being developed.	Partially Achieved
4.1.1.6	Complete stage one of the Butler Street Reserve lighting project	Infrastructure Services	Project delivered	30-Jun-19	Stage 1 works completed in December 2018. Some minor works completed in 2019.	Achieved
4.1.1.7	Endorse the Park(ing) Day concept	Sustainable Environment and Economy	Park(ing) Day facilitated in Bryon Bay	30-Sep-18	Parking day held in September.	Achieved
4.1.1.8	Undertake the lighting project upgrade at the Mullumbimby Skate Park	Infrastructure Services	Project completed	30-Jun-19	Completed.	Achieved
4.1.1.9	Submission to State Government on Low Rise Medium Density Code Measure	Sustainable Environment and Economy	New plan developed	30-Jun-19	Submission sent to DPE requesting extension and/or removal of wider Byron Bay precinct and implementation inconsistency issues.	Achieved
4.1.1.10	Prepare Local Strategic Planning Statements	Sustainable Environment and Economy	Project scope prepared	30-Jun-19	Project Scope has been prepared.	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: Ongoing collaboration with Guidance Groups supports visions and aspirations of local communities.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
4.1.2.1	Facilitate Guidance Group	Sustainable Environment and Economy	Guidance Group meetings (4)	30-Jun-19	Meetings with Mullumbimby Guidance Group to progress development of the Our Mullumbimby Master Plan. Meetings with Bangalow Guidance Group to develop Implementation Plan.	Achieved
4.1.2.2	Coordination of place based projects	Sustainable Environment and Economy	Place Coordination Team meetings and communication (4) Funding Implementation Plan prepared for next year's budget	30-Jun-19 In line with budget preparation timeframe program	Discussions held in line with budget preparation.	Achieved

DP Action
4.1.3

Manage development through a transparent and efficient assessment process

Comment: Staff delegated determination times have been maintained within Council’s targets. During 2018/19 there were 819 development and modification applications processed.

Council commenced a pilot program with the Department of Planning to enable applicants to lodge applications electronically and introduced Application Tracker to provide a transparent and efficient means for the community to keep in touch with what is happening in the community.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
4.1.3.1 Assess and determine development applications	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-19	Figures for 2018/19 1. Average = 61 days, Median = 41 days 2. Average = 38 days, Median = 26 days 3. 55% determined within 50 days 4. 77% determined within 40 days	Achieved

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
4.1.3.2	Assess and determine construction certificates and subdivision certificates as the principal certifying authority	Sustainable Environment and Economy	80% Construction Certificates processed in <28 working days 80% subdivision certificates processed in <28 working days	30-Jun-19	83% of Construction Certificates were processed within 28 days during 2018/19. 91% of Subdivision Certificates were processed within 28 working days during 2018/19.	Achieved
4.1.3.3	Determine complying development applications	Sustainable Environment and Economy	80% Complying Development Applications processed in <20 working days	30-Jun-19	100% Complying Development Certificates processed within 28 days during 2018/19.	Achieved
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-19	All inspections undertaken within 2 days of request.	Achieved
4.1.3.5	Respond to and investigate complaints against building standards	Sustainable Environment and Economy	Statutory requirements met	30-Jun-19	Complaints reviewed on receipt and investigated depending on the risk.	Achieved
4.1.3.6	Conduct the Swimming Pool and Fire Safety inspection program	Sustainable Environment and Economy	Statutory requirements met	30-Jun-19	Mandatory swimming pool inspections continued during June.	Achieved
4.1.3.7	Consult and engage with the local development industry	Sustainable Environment and Economy	At least one forum and one newsletter provided	30-Jun-19	During 2018/19 there were four Planning e-News and one Plumbing eNews sent out.	Achieved
4.1.3.8	Provide a range of development support services to applicants including pre lodgement advice and a development advisory panel	Sustainable Environment and Economy	80% development advice to applicants in <21 days Website and collateral maintained to reflect current legislation	30-Jun-19	82% of development related advice was issued within 21 days during 2018/19.	Achieved

Strategy 4.2

Support housing diversity in appropriate locations across the Shire

Highlights

- The Byron Housing Roundtable Forum was held on 5 July 2018
- Various land parcels identified by landowners for the Accessible Housing Project through an EOI process

Strategy
4.2

DP Action
4.2.1

Establish planning mechanisms to support housing that meets the needs of our community
Comment: Key strategies are being implemented to support and facilitate housing diversity in the Shire.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
4.2.1.1	Investigate and implement planning controls to encourage an increase in the supply of affordable and inclusive housing stock	Sustainable Environment and Economy	Planning controls implemented	30-Jun-19	Investigations commenced. Work progressing in line with Residential Strategy and town and village Masterplans. Council has been successful in securing a grant through Building Better Regions Fund to develop governance models to facilitate the delivery of housing.	Substantially Achieved
4.2.1.2	Identify opportunities and partners to facilitate the provision of housing diversity/affordability in the Shire	Sustainable Environment and Economy	Number of opportunities and partnerships identified	30-Jun-19	Council resolved in April 2019 (19-147) to prepare a further flood study and structure plan for the properties that make up the Mullumbimby Accessible Housing Project including Lot 22, Stuart St Mullumbimby. Quotes to prepare the flood study are currently being assessed.	Achieved
4.2.1.3	Review progress against Housing Summit Issues Action Plan	Sustainable Environment and Economy	Forum (1)	30-Sep-19	The Byron Housing Roundtable Forum was held on 5 July 2018 as a follow up to the 2017 Housing Summit. This forum identified four key steps moving forward: 1. Convene a working group to explore and progress options for legal and governance matters as they pertain to landownership/tenure housing models 2. Look at options for pilot sites for exploring and delivering innovative housing models 3. Review the existing planning controls to enable the above	Achieved

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
				<p>opportunities to occur</p> <p>4. Undertake a series of “pen portraits” of the individuals and families in housing need to assist community understanding of who needs accessible housing and the sort of housing they seek.</p>	
4.2.1.4	Finalise Residential Lands Strategy	Sustainable Environment and Economy	Strategy complete	<p>30-Jun-19</p> <p>Public exhibition of Shaping our Neighbourhoods closes 24 May 2019, with primary focus on residential character narratives.</p> <p>Submission to the Department on Local Character Overlay Discussion Paper was reported to 16 May Planning Meeting and has been forwarded to the Department.</p>	Substantially Achieved

Strategy 4.3

Promote and support local business development, education and employment opportunities

Highlights

- Byron Unfolded map launched 14 August at Crystal Castle
- AusIndustry - Incubators Workshop 8 August 2018

Strategy
4.3

DP Action
4.3.1

Facilitate and support sustainable development of our business community

Comment: Key strategies are being implemented to support and facilitate sustainable business development in the Shire.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
4.3.1.1	Continue to strengthen partnerships between Council and the business community	Sustainable Environment and Economy	Businesses engaged (50) Networking activities and partnerships (evidence of)	30-Jun-19	Working with the business community through the Strategic Business Panel.	Achieved
4.3.1.2	Continue to provide support to local business	Sustainable Environment and Economy	Workshops, courses, seminars (2)	30-Jun-19	Meetings continuing and workshops delivered.	Achieved
4.3.1.3	Promote Byron as the place to invest and do business	Sustainable Environment and Economy	Collateral developed and circulation (evidence of)	30-Jun-19	Meetings with RDA and State Government with regard to investment opportunities and new business.	Substantially Achieved
4.3.1.4	Review and implement the Economic Development Strategy and Action Plan	Sustainable Environment and Economy	Review commenced	30-Jun-19	Review commenced - existing actions cross checked against 2017/18 Business Survey results to identify gaps.	Achieved

Strategy 4.4

Support tourism and events that reflect our culture and lifestyle

Highlights

- Kitchen Table Book and 1200 survey responses. 30 participant Panel.

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: Key strategies are being implemented to support and facilitate tourism events and the tourism industry that align with our culture and lifestyle in the Shire.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
4.4.1.1 Develop a new Byron Shire Sustainable Visitation Plan	Sustainable Environment and Economy	New plan developed	30-Jun-19	Kitchen table discussion community and stakeholder engagement resulted in over 1200 survey responses. The Community Solutions Panel Briefing Booklet is being finalised and Panel members have been selected with three meetings scheduled in May, June and July. Councillors updated at the 2 May Strategic Planning Workshop.	Substantially Achieved
4.4.1.2 Continue to lead, build and strengthen strategic tourism partnerships	Sustainable Environment and Economy	Deliver partnership activities (5)	30-Jun-19	Voluntary Visitor Fund commenced and report going to Council later this year. Partners on several tourism boards. Byron Business Events Bureau has been incorporated into the North Coast Events Bureau. Ongoing support for Visitor Information Centre.	Achieved
4.4.1.3 Identify and implement key tourism strategies	Sustainable Environment and Economy	Tourism strategies implemented	30-Jun-19	Sustainable Visitation Strategy has commenced and an audit of actions has been completed. Actions have been implemented as per above activities.	Achieved
4.4.1.4 Initiate a Voluntary Visitor Fund	Sustainable Environment and Economy	Voluntary Visitor Fund established	30-Jun-19	Voluntary Visitor Fund commenced and report going to Council later this year.	Achieved

Strategy 4.5

Work to improve community resilience in our changing environment

Highlights

- Draft Rural Function Centre planning controls have been developed and put on public exhibition

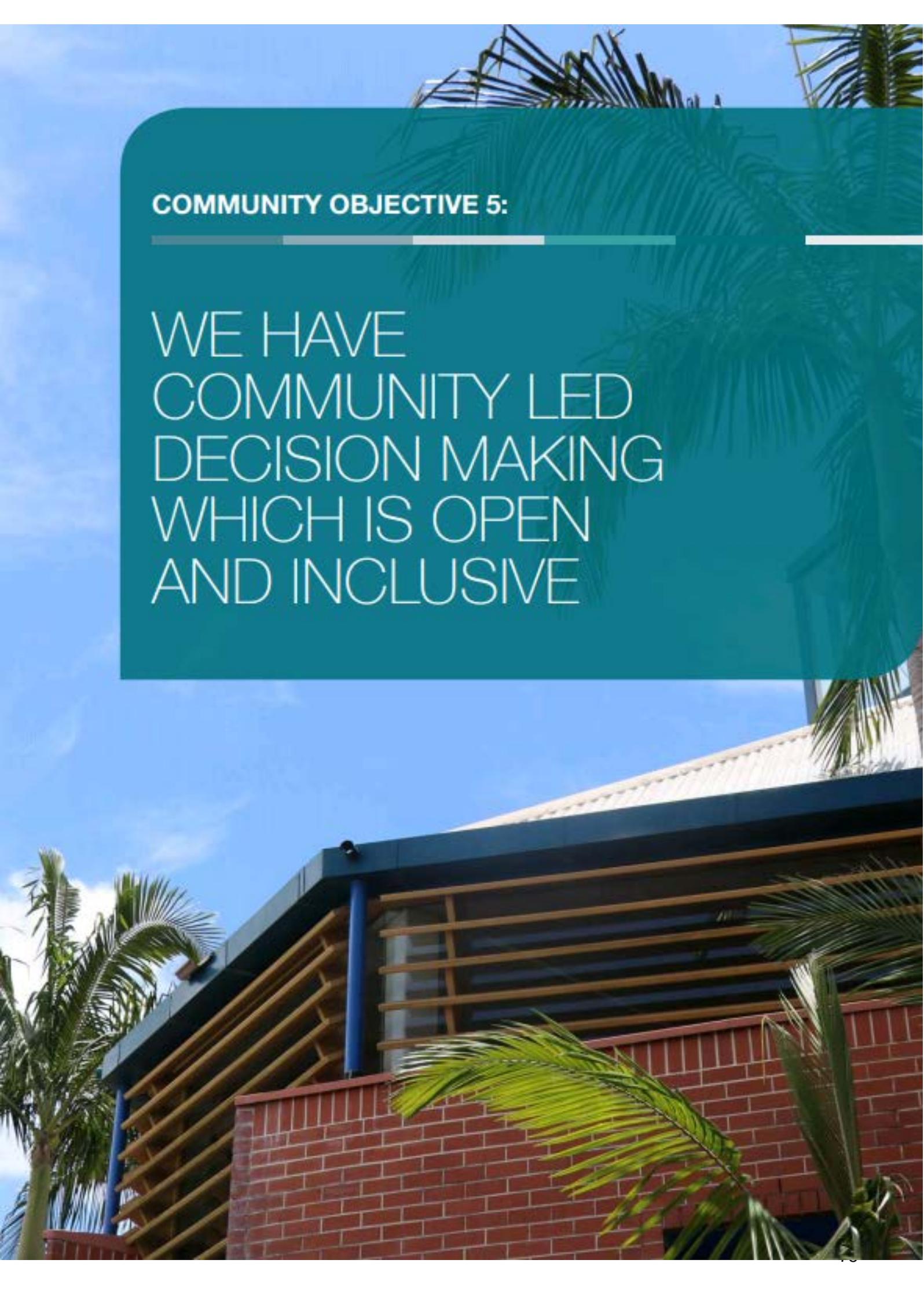
Strategy
4.5

DP Action
4.5.1

Develop and implement strategies for our community's needs

Comment: Key strategies and amendments to DCPs are being implemented to support and improve community resilience.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
4.5.1.1	Scope and prepare a comprehensive Development Control Plan (DCP) review	Sustainable Environment and Economy	Review commenced	30-Jun-19	Staged review commenced. DCP chapters on changes to public exhibition and notification of development applications: Submissions report to June Council meeting Review of Chapter D8 Public Art: public exhibition ending 14 June 2019 - internal workshops to commence after. DCP Minor amendments: public exhibition ending 14 June 2019.	Achieved
4.5.1.2	Prepare planning controls to facilitate Rural Events	Sustainable Environment and Economy	Planning controls prepared	30-Jun-19	Rural Function Centre planning controls public submissions report prepared for August Council meeting.	Achieved
4.5.1.3	Complete and implement a comprehensive Employment Lands Strategy	Sustainable Environment and Economy	Strategy complete and actions implemented (1)	30-Sep-18	Report on public submissions to June 2019 Council meeting.	Substantially Achieved



COMMUNITY OBJECTIVE 5:

WE HAVE
COMMUNITY LED
DECISION MAKING
WHICH IS OPEN
AND INCLUSIVE

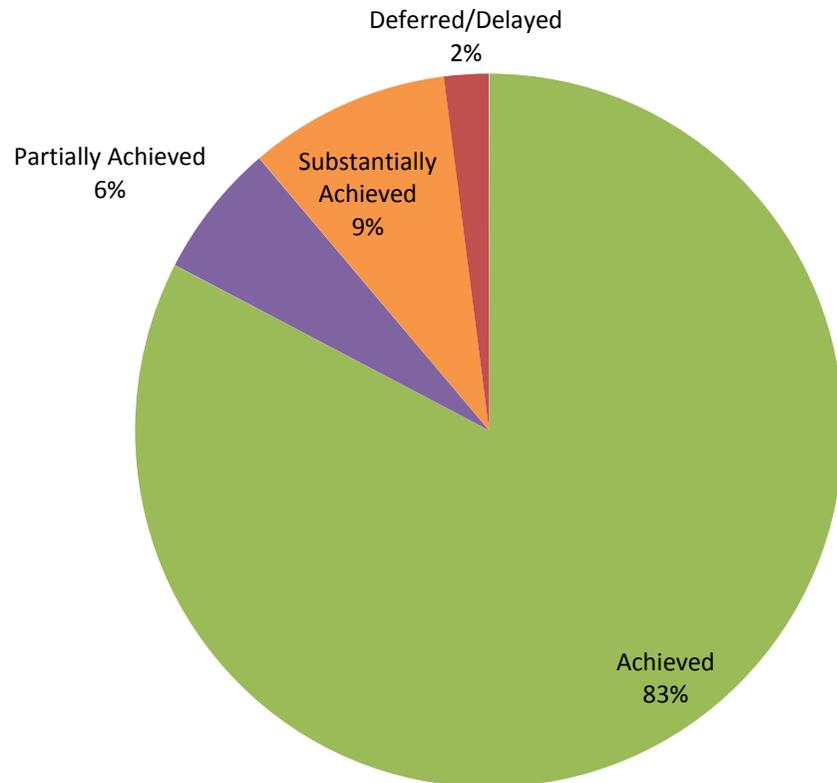
Community Objective 5:

We have community lead decision making which is open and inclusive

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.



Strategy Engage and involve community in decision making

5.1

Highlights

- Adoption of Community Engagement Policy which incorporates community-led governance principles

Strategy 5.1

DP Action 5.1.1

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

Comment: Inclusive community consultation and stakeholder engagement has been facilitated through embedding of community led governance principles, new community engagement policy, developing a "Byron Model" for democracy with panel of randomly selected citizens and stakeholders, community roundtable meetings and delivery of community satisfaction survey. These initiatives have all informed Council decision making.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
5.1.1.1 Embed Community Led Governance Principles (Res 18-176) into operations	General Manager Office	Staff training material finalised; principles included in Community Engagement Policy; engagement toolkit, including place making tools in place for staff	31-Mar-19	Principles have been included in Community Engagement Policy. Training material and tools for Managers complete. Preparation of further training material will be ongoing.	Achieved
5.1.1.2 Revise Community Engagement Policy in partnership with the community	General Manager Office	Policy finalised and implemented	30-Sep-18	Adopted in December 2018.	Achieved
5.1.1.3 Develop a "Byron Model" for deliberative democracy	Corporate and Community Services	Model developed	30-Jun-19	A recommendations report has been prepared by the Byron Model Panel and provided to staff and the Executive Team for consideration. The Panel agreed to meet again following this review by staff to finalise the model early in the new financial year.	Substantially Achieved

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.1.1.4	Hold quarterly community roundtables meetings	General Manager Office	Minimum four community roundtables held per year	31-Dec-18	Achieved and ongoing.	Achieved
5.1.1.5	Deliver customer satisfaction survey	General Manager Office	Responses received	30-Jun-19	Complete. Workshopped with Councillors on 7 February 2019 and reported to Audit, Risk and Improvement Committee on 14 February 2019.	Achieved
5.1.1.6	Prepare a Community Participation Plan	Sustainable Environment and Economy	Plan prepared	30-Jun-19	Key Stakeholder workshop in May and Councillor workshop in June to inform the development of the draft Plan. Staff and Councillor survey conducted.	Substantially Achieved

Strategy

5.1

DP Action
5.1.2

Enhance staff capacity in community engagement

Comment: Staff training in Community Engagement best practice and principles continues to be delivered in partnership with International Association of Public Participation (IAP2).

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.1.2.1	Four staff to complete IAP2 Engagement Design and 5 staff to complete IAP2 Engagement Essentials	General Manager Office	Four staff completed IAP2 Engagement Design and five staff completed IAP2 Engagement Essentials	30-Jun-19	Completed April 2019.	Achieved
5.1.2.2	Implement 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	30-Jun-19	Achieved and ongoing.	Achieved

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status	
		community				
5.1.2.3	Develop Engagement Toolkit for staff	General Manager Office	Staff to be using Engagement Toolkit when planning for and implementing projects of engagement with community	30-Jun-19	This will be completed in August 2019.	Substantially Achieved

DP Action
5.1.3

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

Comment: Community are able to access Council information through a range of digital technologies such as online business papers, online engagement (yoursay.byron.nsw.gov.au), and ways to conduct business online.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.1.3.1	Make available Council's Ordinary Meeting business papers	Corporate and Community Services	>95% of business papers published on website at least seven days prior to meeting	30-Sep-18	Business papers made available nine days prior to the Council meeting, as per Council's Code of Meeting Practice. Councillors can access the Business Papers on the Hub and the community are provided with a hardcopy in Council's foyer and online on Council's website, within the required timeframes.	Achieved
5.1.3.2	Develop online governance manual; secure resources to coordinate and lead online content	General Manager Office	Online Governance Manual adopted by ET, resources secured	30-Jun-19	Governance manual developed and approved by ET.	Achieved
5.1.3.3	Provide additional ways to conduct business online	Corporate and Community Services	Customers able to create and manage their own online account via Council's website	30-Jun-19	Achievement: MasterView eTracker went live Friday 15 March 2018.	Achieved
5.1.3.4	Promote online opportunities for community access	General Manager Office	Four projects promoted through www.yoursay.byronshire.com.au	30-Jun-19	All major and many smaller projects promoted.	Achieved
5.1.3.5	Continue to facilitate online engagement opportunities	General Manager Office	Minimum four projects promoted through www.yoursay.byronshire.com.au	30-Jun-19	Achieved and ongoing.	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

Strategy
5.2

DP Action
5.2.1

Provide timely, accessible and accurate information to the community

Comment: Community are able to access Council information through a range of digital technologies such as online business papers, online engagement (yoursay.byron.nsw.gov.au), and ways to conduct business online.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.2.1.1	Review Operational Plan annually	Corporate and Community Services	New Operational Plan prepared	31-Dec-18	Following a period of community engagement and considering all submissions, the Operational Plan 2019/20 was adopted by Council on 27 June 2019.	Achieved
5.2.1.2	Embed and implement corporate planning and reporting software	Corporate and Community Services	Implement software	30-Jun-19	Excel data sheets are being used for corporate reporting against the Operational Plan.	Achieved
5.2.1.3	Report on progress of Delivery Program actions	Corporate and Community Services	6 monthly report made available to Councillors and public	30-Nov-18	Reports are provided monthly to the Executive Team and quarterly to Council and the community on the progress of activities in the Operational Plan. Each 6 months a review of the progress against the Delivery Program actions is prepared and reported to Council.	Achieved
5.2.1.4	Prepare Annual Report	Corporate and Community Services	Annual Report and associated documentation submitted to OLG	30-Jun-19	Annual Report published on Council's website. The Annual Report format has been modified to more closely align with the Community Strategic Plan to demonstrate clear linkages between Council's planning and reporting.	Achieved
5.2.1.5	Keep community informed about community-led governance opportunities, projects and progress	General Manager Office	Website page created and maintained	30-Jun-19	Complete. Website information published. Creation of case stories and promotion of community-led projects will be ongoing.	Achieved

DP Action
5.2.2

Incorporate wellbeing framework within organisation to inform decision making

Comment: A range of tools and programs are developed to promote wellbeing within the community.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.2.2.1	Implement the wellbeing framework	Corporate and Community Services	Wellbeing framework toolkit delivered	30-Jun-19	Wellbeing benchmarks and data collection being developed. Wellbeing survey planning commenced. Wellbeing screening tool scheduled for development.	Substantially Achieved
5.2.2.2	Facilitate annual Community Donations Program	Corporate and Community Services	Funds allocated equitably and transparently	30-Jun-19	Community Initiatives Program round for 2018/19 financial year is now complete with Council resolving to fund seven projects. 19/20 round has now closed and outcomes provided to Council's June meeting.	Achieved

DP Action
5.2.3

Provide access to publicly available corporate registers

Comment: Corporate registers have been reviewed and updated to be accessible either online or in person. Significant review of policies underway with all policies available online.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.2.3.1	Establish and implement a publicly available online register of Councillors Disclosures of Interest	Corporate and Community Services	100% of disclosures of interest lodged by current term of Councillors available on Council's website and updated monthly	30-Jun-19	Annual disclosures were presented to the October Ordinary Meeting of Council. Register has been updated accordingly. The register is available online at https://www.byron.nsw.gov.au/files/assets/public/hptrim/governance-councillors-pecuniary-interests-master-2016-2020/copy-for-website-declarations-of-interest-at-council-meetings-2016-2020-as-at-310519.pdf	Achieved
5.2.3.2	Establish and implement a publicly available online register of delegations	Corporate and Community Services	Current delegations provided on Council's website and updated monthly	30-Jun-19	Extensive review of delegations currently being undertaken. New Delegations and Policies Register software program implemented. Once all delegations approved, the register will be published online.	Substantially Achieved
5.2.3.3	Establish and implement a publicly available online register of Councillors gifts and benefits	Corporate and Community Services	100% of gifts and benefits offered to and/or received by	30-Jun-19	Register available on request. Draft guidelines received June 2019 from State Government (IPC) which includes review of online component. Draft proposes mandatory online register to be made available.	Substantially Achieved

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
		current term of Councillors listed on Council's website and updated monthly		Reminders issued to staff in lead up to Christmas/gift giving period.	
5.2.3.4	Corporate and Community Services	100% of policies adopted by Council are available online within seven days of adoption	30-Jun-19	Policies available online. First tranche of policy review submitted to Council. This project is ongoing.	Substantially Achieved

Strategy

5.2

DP Action
5.2.4

Support Councillors to carry out their civic duties

Comment: Councillors supported to carry out their duties with programs such as learning and development program, provision of facilities, Council meeting secretariat and processing councillor requests.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
5.2.4.1	Corporate and Community Services	First module of IAP2 training offered to Councillors	30-Jun-19	Training program discussed with Councillors in line with LGNSW capability framework and opportunity for Councillors to undertake self-assessment. Councillors have not taken up opportunity.	Achieved
5.2.4.2	Corporate and Community Services	Policy adopted	30-Jun-19	Policy adopted.	Achieved
5.2.4.3	Corporate and Community Services	Agendas posted on website eight days prior to meeting Minutes posted within 48 hours of meeting	30-Jun-19	The publishing of Agendas and Minutes for Council meetings has met required targets. Reporting of active and completed resolutions is provided to Council each quarter.	Achieved
5.2.4.4	Corporate and Community Services	Monthly strategic planning workshops 100% of complete	30-Jun-19	Councillor Support has provided the required support to the Councillors. The draft service level agreement was discussed with Councillors at the 6 June SPW who requested changes and an updated	Achieved

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
facilities and payment of expenses		claims are reimbursed within the month in which they are received		copy will be sent to the Councillors after the EA and Councillor Support meeting on 3 July.	

Strategy

5.2

DP Action
5.2.5

Enhance access and availability of information to the community

Comment: Significant work has been completed to enhance and increase online availability and accessibility of information to the community including introduction of new budget and spending information, interactive mapping of works programs, and 3D modelling to provide additional information on significant development proposals.

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-19	Programs published and on website. Updates completed after each QR.	Achieved
5.2.5.2 Provide statutorily required information	Sustainable Environment and Economy	Information provided within legislative timeframes	30-Jun-19	Website information updated on request.	Achieved

Strategy

5.2

DP Action
5.2.6

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

Comment: Council continues to keep community informed with updated, relevant and timely information on projects, events and things that are happening in community. Council continues to provide timely responses to a high volume of media enquiries.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
5.2.6.1 Continue to support the preparation and implementation of communication plans for key projects and initiatives	General Manager Office	Communications Plan reported to Communications Panel	30-Jun-19	Ongoing.	Achieved
5.2.6.2 Manage media and social media enquiries about Council activities	General Manager Office	80% of media enquiries responded	30-Jun-19	We are exceeding this target.	Achieved

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
		to within publication timeframes 80% of private Facebook messages replied to within 48 hours.			

Strategy

5.3

Deliver a high level of customer service

Highlights

- Development of 'Customer Services Promises'

Strategy
5.3

DP Action
5.3.1

Enhance external and internal customer service effectiveness

Comment: External and internal customer service effectiveness has been a priority with development of new strategy and charter with service guarantees - which are reported online. Training program developed based on quality and service excellence.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
5.3.1.1 Develop online reporting to community on service guarantees	General Manager Office	Online tool accessible	31-Mar-19	Complete June 2019 report now available. Work on improving customer service measurement tools and reporting will continue.	Achieved
5.3.1.2 Participate in best practice Customer Service benchmarking program	Corporate and Community Services	Performance against 2016/2017 benchmark results	31-Dec-18	Participated in self-assessment benchmarking program as part of national customer service network. BSC meeting or exceeding relevant benchmarks.	Achieved
5.3.1.3 Develop an inclusive and accessible Customer Service Strategy with Charter	Corporate and Community Services	Strategy and Charter developed with consultation	31-Mar-19	Charter was revised with Service Standards and Our Promises developed in 2018. Customer Experience Strategy developed in consultation with staff and Access Consultative Working Group. Strategic endorsed in principle by ET with action plan to be developed in Q1 19/20.	Achieved
5.3.1.4 Develop customer service training program focussed on quality and service excellence	Corporate and Community Services	Training program modules developed	30-Sep-18	Service Excellence program delivered to staff across Council in June 2019. Further staff to attend program in 2019/20.	Achieved

DP Action
5.3.2

Further develop a proactive customer service culture

Comment: Proactive customer service culture facilitated through onboarding program.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.3.2.1	Include Customer Service module in Council's onboarding program to promote customer centric culture	Corporate and Community Services	Onboarding module completed by 100% new employees	30-Nov-18	Customer Service training package being developed will include an onboarding module. Interim Customer Service induction module provided to P&C for inclusion in onboarding processes.	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: Fleet Management review to be undertaken.

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-19	Plant utilisation reviewed including internal charge out rates. Review of 10 Year Plant Replacement Program completed as part of Draft 2019/20 Budget process.	Achieved

Strategy
5.4

DP Action 5.4.2

Improve further Asset Management Systems capability (SP)

Comment: Asset management improvements continuing including key reporting to the Transport and Infrastructure Advisory Committee.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
5.4.2.1	Implement improvement actions detailed in key audit reports Infrastructure Services	Completed on time	30-Jun-19	Asset management improvements continuing. Draft budget for My Predictor and Reflect software licences in 2019/20 budget. Predictive modelling of the building asset class has been completed and used in the BAMP.	Achieved
5.4.2.2	Improve the data quality of the Asset Register and ensure all departments utilise the system as the point of truth for assets Infrastructure Services	Improved Register in use	30-Sep-18	The building inspection program has provided a crucial update for the Register and a sound basis for capturing information going forward. Presentations to staff and management are continuing in this area and support tools have been developed. Work has commenced on open space assets.	Achieved

DP Action
5.4.3

Provide reporting on key Infrastructure expenditure and the associated State Government measures
Comment: Annual Financial Statements 2017/18 were accepted by the auditor and were submitted to the Office of Local Government on 19 October 2018.

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	Completed	In line with budget preparation timeframe program	Regular training sessions are scheduled and occurring. Work order data has been used for preparation of the annual financial statements. The creation of work orders is part of project delivery and task codes are regularly updated.	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-19	Accepted by the Auditor and reported to Council.	Achieved

DP Action
5.4.4

Work with community to prioritise actions from the Place Plans (SP)
Comment: Key actions from community Place Plans are considered high priority for implementation.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.4.4.1	Actions identified from Place Plans to inform quarterly budget reviews and future budget development	Infrastructure Services	High priority actions included in programs where able to be funded	31-Apr-19	Concept design for wetland completed.	Achieved

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.4.5.1	Implement a reverse mentoring program for staff across different generational groups	General Manager Office	A minimum of three mentees and mentors matched and working together	30-Jun-19	It is proposed that implementation of this program be delayed by 6months and a new due date of 30 March 2020 be approved. The OCI/OEI staff survey is being undertaken in April and the process and outcomes will generate a significant body of work for the business and P&C. There is also the implementation of the new salary system from 1 July 2019. Both projects are significant and time consuming and implementation of a mentoring program will be an additional burden on the business and could result in low uptake.	Deferred/ Delayed
5.4.5.2	Transition to updated job evaluation methodology	General Manager Office	Version 20a of OO-SOFT implemented	30-Jun-19	All positions have been evaluated and results approved by the Executive Team. Formal advice to all staff has occurred and only two appeals lodged which are in train.	Achieved
5.4.5.3	Develop new skills step assessment criteria to enable implementation of new salary system	General Manager Office	New skill step assessment criteria and salary system implemented	30-Jun-19	New skill step criteria won't need to be ready until April 2020. The 2019 skills step reviews will be undertaken using the current salary system as the new system doesn't go live until July 2019. This activity needs to be carried over to 19/20 Operational Plan with a due date of 30 April 2020.	Deferred/ Delayed
5.4.5.4	Monitor, review and update Long Term Financial Plan	Corporate and Community Services	Next Long Term Financial Plan developed	31-Dec-18	Initial Draft 2018-2028 Long Term Financial Plan submitted to Finance Advisory Committee on 16 August 2018. Further update provided at 15 November 2018 meeting and 14 February 2019 meeting. Agreed to prepare now in conjunction with 2019-2020 Budget.	Partially Achieved
5.4.5.5	10 year capital plans and programs reviewed annually and projects developed and scoped	Infrastructure Services	Revision finalised Report outcomes of previous years capital works program as part of the annual report	30-Sep-18 30-Jun-19	10 year programs and plans reviewed for the future as part of the 2019/20 Budget process. Adopted Water and Sewerage 30 year Plan under review to incorporate new initiatives eg Valances Road/Bioenergy and to assess cash flow.	Achieved

Strategy 5.5

Manage Council's finances sustainably

Strategy
5.5

DP Action
5.5.1

Enhance the financial capability and acumen of Council

Comment: Through reporting to the Finance Committee and providing briefings to Councillors, decisions are being made that focus on the financial capability of the Council.

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-19	Monthly Finance Reports being reported to Executive Team and Councillors.	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-19	Comments 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: Council continues to meet its financial reporting obligations. Comprehensive monthly financial reporting is provided to the Executive Team and Councillors. Ongoing monthly reconciliations of Council's financial systems are undertaken and reviewed.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.5.2.1	Internal financial controls maintained/improved	Corporate and Community Services	Reconciliations undertaken monthly within 10 days of month end	30-Jun-19	Reconciliations for all 12 months of the financial year completed and signed off.	Achieved
5.5.2.2	Complete annual statutory financial reports	Corporate and Community Services	Unmodified audit report provided and adopted by Council	31/10/2018	2017-2018 Financial Statements audit completed and lodged with Office of Local Government on 19 October 2018 following adoption by Council. Unmodified audit report.	Achieved
5.5.2.3	Ensure Council revenue billing and payments are accessible and collected	Corporate and Community Services	Ensure billing undertaken quarterly to comply with legislation, and outstanding debts do not exceed 5%	31-Oct-18, 31-Jan-19, 30/04/2019, 30/06/2019	2018-2019 Rate Levy completed before 31 July 2018. Rate Instalments due 31 August 2018, 30 November 2018, 28 February 2019 and 31 May 2019 completed. Quarterly water billing for 2018/2019 financial year completed.	Achieved
5.5.2.4	Treasury functions of Council managed 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-19	Investment of funds undertaken as opportunities and cashflow provides.	Achieved
5.5.2.5	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-19	New investment with Bank Australia secured on 30 August 2018. New Green Bond Investments undertaken during October with NSW Treasury Corporation and Queensland Treasury Corporation. Other opportunities considered as they are known.	Achieved

DP Action
5.5.3

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

Comment: Council's procurement framework is efficient and effective delivered through a number of initiatives such as annual procurement plan, compliance program, staff training and participation in regional programs.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.5.3.1	Develop new 3-year procurement plan	Corporate and Community Services	New 3-year procurement plan developed	30-Jun-19	Annual report and 18/19 plan prepared and endorsed by Finance Committee.	Partially Achieved
5.5.3.2	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-19 31-Mar-19	Annual (18/19) procurement plan developed. Internal Procurement committee re-established and meeting bi-monthly to work through actions. Priority is renewing contracts, targeted training. One-to-one training in process with staff members generating majority of purchase orders. Expiring Quarry and Concrete contracts to go through LGP.	Partially Achieved
5.5.3.3	Upskill staff in procurement	Corporate and Community Services	Two procurement training sessions conducted for identified staff	30-Jun-19	Internal communications program commenced with friendly reminders on procurement tips. Focus on purchase order process. Training has been conducted information sheet provided.	Achieved
5.5.3.4	Assist in building the NOROC Council's regional procurement capacity	Corporate and Community Services	Participate in two regional joint procurement initiatives	31-Mar-19	Stores Coordinator attends. Discussions held at Director level about shared services among NRJO councils - limited take up. Tweed and Byron Councils have been working together again on Plant Hire and Truck Haulage tender.	Achieved
5.5.3.5	Improve Council's sustainable procurement performance	Corporate and Community Services	Improvement on 2017/2018 sustainable choice score	30-Jun-19	Participated in sustainable procurement survey. Slight dip from previous year which was to be anticipated. Action items to be developed from results. Sustainability Team and procurement working together on sustainable procurement measures.	Partially Achieved
5.5.3.6	Update GIPAA Contracts Register	Corporate and Community Services	100% of contracts over \$150,000 entered into Council's GIPAA contracts register in accordance with the GIPA Act	30-Jun-19	GIPAA Register currently up to date.	Achieved

Strategy

Manage Council's resources sustainably

5.6

Highlights

- A number of staff training initiatives were delivered
- New online induction live on Learning Management System
- New server hardware installed and configured improving computing capability

Strategy

5.6

DP Action 5.6.1

Enhance leadership effectiveness and capacity

Comment: Council's leadership team participate in continuous learning and development through a number of initiatives including regular coaching and feedback.

Operational Plan Activity	Directorate	Measure	Due Date	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 retests conducted for at least four Managers	30-Jun-19	Five LSI retests have been completed.	Achieved
5.6.1.2 Create opportunities for leaders across Council to embed learnings from Great Managers Program	General Manager Office	A Great Managers bootcamp held for past graduates - three workshops held for current participants and past graduates to develop skills and confidence	31-Mar-19	Skills boot camp for previous Great Managers participants held on 5 February with approximately eight staff in attendance. Lunch and Learn held on 10 December 2018 - Masterclass was on Increasing Your Personal Productivity and Getting A Grip on Time, and was attended by approximately 20 staff.	Achieved

DP Action
 5.6.2

Ensure support for employees physical and mental health

Comment: A Wellness Expo was held in October 2018, inviting all members of staff to participate in physical activity, health checks, access to wellness information, and social team building activities.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.6.2.1	Deliver mental health first aid training to managers, team leaders and supervisors	General Manager Office	At least 20 managers, team leaders and supervisors trained	31-Mar-19	30 staff attended mental health first aid training on 6 and 13 February 2019 (six employees did not attend day 2 and those wishing to undertake day 2 will be scheduled to attend a future public course).	Achieved
5.6.2.2	Organise/host a health and wellbeing expo for staff and officially launch Council's Health and Wellbeing Program	General Manager Office	Expo held and Health and Wellbeing Program initiatives and information disseminated to staff	31-Dec-18	Wellness Expo held on 30 October 2018. Almost 50% of staff attended.	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: The Human Synergistics Organisational Culture Inventory (OCI) and Organisational Effectiveness Inventory (OEI) culture survey tools was undertaken. This project will allow for the development of targeted initiatives to improve staff culture and morale.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.6.3.1	Implement the Human Synergistics Organisational Culture Inventory (OCI) and Organisational Effectiveness Inventory (OEI) culture survey tools	General Manager Office	All staff surveyed to measure key drivers of culture; factors and levers for culture improvement identified for future action	30-Apr-19	Survey has been completed by approximately 70% of workforce. Managers to receive training in debriefing their teams on their results (with P&C support) on 13 May 2019. Due date amended at the Q3 review to 30 April 2019.	Achieved
5.6.3.2	Maximise functionality of Council's learning management system and embed online learning throughout the	General Manager Office	Learning Management System used in revised induction processes -	30-Jun-19	The suppliers of our Learning Management System were recently acquired by a larger corporation, and the platform we previously used has been phased out. The new platform is very intuitive and user-friendly, and all of the data and content from the previous LMS has	Substantially Achieved

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status	
	organisation		75% of staff have accessed the LMS and completed at least two training modules		been migrated onto the new platform we are calling Byron Learning. Maximising functionality of Byron Learning is an ongoing activity which will carryover into the 19/20 Operational Plan.	
5.6.3.3	Maximise online functionality of payroll activities including implementation of online timesheets	General Manager Office	95% of staff using online leave application process rather than hardcopy leave forms 75% of indoor staff submitting timesheets online	30-Jun-19	Approximately 95% usage of online leave process. Online timesheets has been included in IT's 19/20 program of works however feedback from early adopters is that there are issues with Civica's product which may take 6-12 months to rectify. Unlikely to be ready for implementation until April 2020.	Substantially Achieved

Strategy

5.6

DP Action
5.6.4

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

Comment: Information Security review complete with actions priorities and built in to FY20 work plans. Critical incidents reduced by 60% compared to previous year. System improvements include reducing cost and waste through replacement of Council printers; single touch payroll to meet ATO compliance, and continued digitisation of Council records.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status	
5.6.4.1	Develop framework and timeline for implementation of Information Security Management System (ISMS)	Corporate and Community Services	Framework developed and endorsed by ET; Implementation progressing to timeline	30-Jun-19	Achievement: Security review completed with action items identified. Presented to IT Steering Committee 21 May, updated Internal Audit Committee 30 May.	Achieved

DP Action 5.6.5

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

Comment: Records Management policy updated and adopted. Disclosure log updated and published to Council's website as required by the Government Information (Public Access) Act.

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 two months	30-Jun-19	Disclosure log 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-19	To date 100% of applications received have been processed and determined within statutory timeframes. Challenges: Staff not saving corporate records in Council's EDRMS (CM9) makes it very difficult and time consuming trying to locate records.	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 three days	31-Dec-18	Achievement: Inwards correspondence is being processed, scanned and disbursed to relevant officers with 24 hours of receipt.	Achieved
5.6.5.4	Review and update Access to Information procedure	Corporate and Community Services	Procedure reviewed and adopted	31-Dec-18	Procedure reviewed and updated.	Achieved
5.6.5.5	Review and update Records Management Policy	Corporate and Community Services	Policy reviewed and adopted	30-Jun-19	Policy adopted.	Achieved

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.6.5.6	Support the organisation to deliver business systems and technology solutions	Corporate and Community Services	Maintain high level of service availability	30-Jun-19	(Year to date requests closed = 5,299) Priority 1 = 15 Priority 2 = 82 Priority 3 = 683 Priority 4 = 3182 Priority 5 = 1337 (resource requests i.e. not break/fix support)	Achieved
5.6.5.7	Deliver strategic business systems (IT) projects	Corporate and Community Services	Progressing to agreed plan	30-Jun-19	Project work initiatives substantially completed as per plan.	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 Date	Comment	Status
5.6.6.1	Implement recommendations of buildings and property audit in relation to leasing and licensing	General Manager Office	100% of leasing and licensing recommendations implemented	31-Dec-18	Audit of leasing database has been completed and draft leasing policy is being prepared.	Achieved

DP Action
5.6.7

Develop and embed a proactive risk management culture

Comment: Proactive risk management is underpinned by strategy and internal communications and engagement which will be a priority for 19/20. Policy and strategy have been endorsed by Council. Three internal audits undertaken and audit actions closed off.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.6.7.1	Develop and embed risk management framework	Corporate and Community Services	Risk management reflected in Council's culture and day-to-day business operations and decision-making Implement Risk Management Software	31-Dec-18	Risk management policy endorsed at Council 28 February 2019. WHS risk management software to be implemented - Vault. Priority for 19/20 is to embed into organisation. Delayed in 18/19 due to role vacancy.	Partially Achieved
5.6.7.2	Develop and implement Business Continuity Plan/Disaster Recovery Plan	Corporate and Community Services	Business Continuity Plan/Disaster Recovery Plan current and ready to be deployed	30-Jun-19	Draft plan endorsed by ET (29 August). All business impact analysis completed. Consultant engaged to finalise BCP with meetings held in June. Delayed in 18/19 due to role vacancy.	Partially Achieved
5.6.7.3	Implement Internal Audit, Risk and Improvement Committee functions and reporting across all business units	Corporate and Community Services	Internal audit reviews and reports are conducted regularly; performance improvements based on audit recommendations are noted across the business	31-Dec-18	Cash management, payroll and customer requests audits complete. 20 audit actions closed off last quarter.	Achieved

DP Action
5.6.8

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

Comment: Insurance claim portfolio managed in timely manner and data being used 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	31-Dec-18	Claims managed in-house - referred only to Insurer when claim has high risk exposure. Training on Insurance policy wordings have commenced and will be ongoing at RMG meetings held at Ballina Council on a quarterly basis.	Achieved
5.6.8.2	Establish process for internal management of insurance claims and reporting on 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	31-Dec-18	Insurance Officer - reporting to management on monthly basis, information can be used to implement changes and improvements.	Achieved
5.6.8.3	Identify and improve insurance data management and reporting across the organisation	Corporate and Community Services	Timely and accurate delivery of insurance renewal program including current Authority Asset Register and Fleet Register	30-Jun-19	Asset Schedules updated for renewal period 2019/2020. Continuous Improvement Program workbooks completed	Achieved

DP Action
5.6.9

Develop and implement organisational innovation and creativity

Comment: Over the last 6 months organisation innovation and creativity has been implemented through programs including; a volunteering program, deliberative engagement processes, and risk management system improvements.

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	One evidence based initiative undertaken	1-Feb-19	Mullumbimby Hospital Site deliberative process implemented. Organisation-wide corporate volunteering pilot opportunity (Street Count) delivered. CIP Works Books Risk Management System Improvement program. Achieved milestones, however further stages still to be completed as scheduled	Achieved

DP Action
5.6.10

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

Comment: Council continues to use the Local Government Performance Excellence Program as a significant source of comparative performance data to support strategic business planning. In addition, Council has introduced software solutions to build business insight capability in the area of project delivery and continues to build tools for monitoring and reporting on customer services.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status
5.6.10.1 Complete 2018 LG Performance Excellence Program	General Manager Office	LG Performance Excellence Report FY2018 reported to Internal Audit, Risk and Improvement Committee	31-Mar-19	Survey complete and reported to Audit, Risk and Improvement Committee May 2019 meeting.	Achieved
5.6.10.2 Support development of performance measures for council services	General Manager Office	Performance improving in areas with performance measures in place	30-Jun-19	Complete.	Achieved
5.6.10.3 Pending software solutions, catalogue performance measurement systems and reporting from across Council to remove duplication	General Manager Office	Catalogue in place and kept up to date	31-Mar-19	Complete. Database created and populated with main measurement systems.	Achieved

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status	
5.6.10.4	Develop an intranet site for Council staff	General Manager Office	Basic Intranet site developed and People and Culture related information uploaded	31-Mar-19	Intranet launched on 1 July 2019.	Achieved

Strategy

5.6

DP Action
5.6.11

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

Comment: Effective relationships maintained through participation in the NRJO meetings as well as liaison with relevant government representatives and agencies.

Operational Plan Activity	Directorate	Measure	Due Date	Comment	Status	
5.6.11.1	Participate in NOROC forums	General Manager Office	Attend regular NOROC meetings	30-Jun-19	During the year staff attended the Northern Rivers Joint Organisation (NRJO) Mayors' and General Managers' meetings along with regional managers' meetings for Natural Resources, Information Technology, Water, HR, Waste and Engineering. Suggestion - delete this info and replace with above: Staff attended NRJO Natural Resource Managers meetings, 6 March 2019. IT Manager attended NRITG meeting on 22 May. Staff attend Northern Rivers water group meetings under NRJO.	Achieved
5.6.11.2	Engage with government representatives and agencies	General Manager Office	Attend regular meetings	30-Jun-19	Ongoing.	Achieved

Implement strategic grants management systems to deliver priority projects for Byron’s community (SP)
Comment: Grants management delivered priority projects for Byron's community with awarding of \$18,865,339.

Operational Plan Activity		Directorate	Measure	Due Date	Comment	Status
5.6.12.1	Participate in cross-directorate project development including creating competitive approaches to align with Federal and State Government policies	Corporate and Community Services	Improvements in organisational project development and priority setting to enable grant readiness	30-Jun-19	Major grant applications underway. Grant Coordinator position commenced on 19 February 2019.	Achieved
5.6.12.2	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-19	Assisted two community groups with preparing submissions for My Community Project grants with Council as the sponsor. Met with NSW Department of Premier and Cabinet representatives on two occasions and facilitated a tour of grant projects. Provided an update on SCCF grants at the Community Roundtable on 29 May 2019.	Achieved
5.6.12.3	Facilitate high quality research and writing to support competitive grant applications	Corporate and Community Services	Consistent grant application success of 60%	30-Jun-19	Assisted two community groups in writing their application for My Community Project grants. Met with key stakeholders to initiate and facilitate the commencement of a competitive bioenergy grant application.	Achieved
5.6.12.4	Provide governance for grants management	Corporate and Community Services	Successful delivery of funding body requirements on grant funded projects	30-Jun-19	Reporting milestones, where due, are on track for the majority of grants. Submitted final reports for Bayshore Drive Roundabout and CWA Brunswick Heads. Continue to meet with staff and assist in grant management and best practice. Liaised with relevant State and Commonwealth Government agencies on multiple occasions with respect to variations, grant agreements and reporting.	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-19	Legal officer (on leave from 1 to 17 June) provided 20 pieces of legal advice and drafting between 18 and 30 June: four to GM division, nine to IS division, four to SEE division and three to CCS division.	Achieved
5.6.13.2	Represent Council's legal interests	General Manager Office	Manage litigation to best advance Council's interest	30-Jun-19	Briefed panel firm in two new Land and Environment Court matters and providing ongoing management in six already-commenced appeals.	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-19	One code matter received.	Achieved

BYRON SHIRE COMMUNITY SOLUTIONS PANEL

In early 2018, Council undertook a bold new democratic exercise and ran a Community Solutions Panel to hear directly from a representative group of Byron Shire residents.

The Byron Shire Community Solutions Panel was a representative group of people, picked at random like a jury, to directly influence Council's decisions on infrastructure priorities for the next four years.

The panel was armed with time, free access to information, a clear authority and ideas from community members and stakeholders. The panel were able to reach a shared, considered judgement around the question...

“What infrastructure spending Council should prioritise, and how these priorities should be funded if the rates alone are not enough?”

Council committed that the Panel's recommendations will be implemented in the Delivery Program.

The panel came up with a set of considerations, values, a decision making framework and infrastructure categories weighted by values to inform Council's priorities. The panel also outlined potential revenue options and how the community should continue to be involved in Council activities and decisions.

Their considerations were:

- We aim to be proactive, not reactive.
- We recognise there are different needs in different places.
- We support investing in renewal when it is practical and necessary to do so.
- We encourage, support and facilitate shared ownership of community issues.
- We recognise that the development of transport alternatives to cars is essential.
- We support investment into infrastructure that generates a return.
- We endorse innovative approaches and efficiency in processes.
- We require organisational and individual responsibility, accountability and transparency.

Their values were:

- Safety
- Community wellbeing
- Connectivity
- Equity
- Environmental consciousness
- Excellence in design

Their decision making framework was:

1. Risk and safety is the first priority across all infrastructure types.
2. It is the desire for “poor” infrastructure to be upgraded to at least a “fair” status. That does not mean all “poor” infrastructure is required to be upgraded. It is the responsibility of BSC to align decisions of “poor” status upgrades to be reflective of the CSP’s Vision and Values.
3. Some funds should be allocated for “renewal”, “operational” and to “new” projects. In this phase, the CSP is content that “new” work can be undertaken by the utilisation of s94 or grant funds and considered in terms of long-term planning and cost-efficiency.
4. In the longer term, after we achieve a “fair” status over the majority of infrastructure types, then the expenditure of rates funds on infrastructure can move to be more balanced across upgrading infrastructure status.

For more information on the Community Solutions Panel, go to <https://www.newdemocracy.com.au/our-work/447-byron-shire-council-trialling-a-community-solutions-panel>



Image: Community Solutions Panel members with Councillors and staff

How the Panel’s recommendations contribute to our Delivery Program

The Delivery Program (DP) Actions listed below are just a snapshot of our Actions and 2018-2019 Activities that relate to the Panel’s decision making framework. This is not a definitive list since many of the Panel’s recommendations are put into practice every day, for example risk and safety is always our main concern when performing our actions, regardless of what we’re working on.

DP Action	Panel Outcome	Progress (January – June 2019)
<p>1.1.2</p> <p>1.2.5</p> <p>1.2.6</p> <p>2.3.2</p> <p>2.3.5</p>	<p>Recommendation 1: Risk and safety is the first priority across all infrastructure types.</p>	
	<p>What you'll see in 2018-2019</p> <p>You'll see our maintenance levels for road network infrastructure developed in line with the Community Solutions Panel values. To do that we'll be reviewing our Infrastructure Services Risk Management Plan to include access considerations and plan to have it approved by 31 March 2019.</p>	<p>In 2018/19 there are annual planned maintenance programs for road resealing; heavy patching; gravel resheeting; footpath renewals; kerb and gutter renewals and bridge maintenance capital renewals. These programs were completed by the end of the FY.</p> <p>The Infrastructure Service Risk Management Plan review was commenced, but was not completed in the financial year. This activity has been carried over into the 2019/20 Operational Plan.</p>
	<p>You'll see us prioritise and complete requests for works by undertaking highest priority works within approved budgets and refine risk based methodologies and predictive modelling to strategically prioritise maintenance and renewal of infrastructure. The review and report of the risk matrix for high risk assets will be reported to the Transport and Infrastructure Advisory Committee.</p>	<p>Maintenance works are completed in a systematic manner by prioritisation of works using AssetEdge Reflect software and Council Risk Management Plan and the timing of the works are planned after considering the priority, available budgets and resources.</p> <p>The Transport Asset Management Plan (TAMP) has been adopted and includes levels of service.</p>
	<p>Additionally, we'll be providing active and passive recreational community space that is accessible and inclusive for all by delivering a beach accessibility program including the establishment of ongoing maintenance plans. We'll also be developing and delivering (Stage 1) of the public open space accessibility program. A draft program will be presented to Council for adoption and you'll see us completing projects that meet accessibility Program Criteria.</p>	<p>The defined levels of service across all areas of open space to be reviewed on completion of BBC service review and development of the asset management plan.</p> <p>Significant projects were delivered and active and passive recreational reserves maintained.</p> <p>Open Space Asset Management Plan will be done in 2019/20.</p>
	<p>You'll see us upgrading the Suffolk Park Community Hall using S94 funds to ensure the building is</p>	<p>Works have been completed on the Suffolk Park Community Hall, using s94 funds.</p>

	<p>inclusive for all abilities and manage the defects liability period. We'll be developing and implementing a five year works schedule for building maintenance and major work schedule for community buildings that is informed by access requirements.</p>	
	<p>Also, our annual program of works will be completed within budget to maintain our public open spaces in a safe and efficient way to provide for both active and passive recreation.</p>	<p>The defined levels of service across all areas of open space to be reviewed on completion of BBC service review and development of the asset management plan.</p>

<p>1.1.1 1.1.2 2.3.5</p>	<p>Recommendation 2: It is the desire for “poor” infrastructure to be upgraded to at least a “fair” status. That does not mean all “poor” infrastructure is required to be upgraded. It is the responsibility of BSC to align decisions of “poor” status upgrades to be reflective of the CSP’s Vision and Values.</p>	
	<p>What you’ll see in 2018-2019</p> <p>You’ll see us deliver road and drainage maintenance services in line with the Community Solutions Panel Recommendation by developing ongoing road and drainage planned maintenance programs, as well as develop and adopt community based levels of service for transport infrastructure. We’ll also be undertaking detailed road condition laser assessment and revaluation</p>	<p>In 2018/19 there are annual planned maintenance programs for road resealing, heavy patching, gravel resheeting, footpath renewals, kerb and gutter renewals and bridge maintenance capital renewals. These programs were completed by the end of the FY.</p> <p>Maintenance works are completed in a systematic manner by prioritisation of works using AssetEdge Reflect software and Council Risk Management Plan and the timing of the works are planned after considering the priority, available budgets and resources.</p> <p>The Transport Asset Management Plan (TAMP) has been adopted and includes levels of service.</p>
	<p>We’ll also be planning and delivering our open space works programs within budget based on defined levels of service so that our public open spaces are maintained to provide for both active and passive recreation.</p>	<p>The defined levels of service across all areas of open space to be reviewed on completion of BBC service review and development of the asset management plan.</p>

<p>1.1.3 1.1.4 1.2.1 1.2.2 1.2.3 1.2.4 1.6.3 2.3.6 5.4.4 5.6.12</p>	<p>Recommendation 3: Some funds should be allocated for “renewal”, “operational” and to “new” projects. In this phase, the CSP is content that “new” work can be undertaken by the utilisation of s94 or grant funds and considered in terms of long-term planning and cost-efficiency. Refer to the previously discussed Key Considerations.</p>	
	<p>What you’ll see in 2018-2019</p> <p>As well as completing the bridge replacement program, you’ll see us implementing our priority causeway and culvert renewal program for projects involving road pavements, road reseals, footpaths, roadside drainage, kerb and gutter, and road signage.</p>	<p>All 5 bridge renewals programed are in progress. Durrumbul Road causeway renewal was completed.</p>
	<p>We’ll be developing and completing a program of new works for road and associated drainage related assets in line with the Panel’s recommendation and implementing over 95 percent of our planned maintenance activities in our program for asset classes such as buildings, water and sewer, and resource and recovery operations.</p>	<p>The focus of the TAMP is renewals rather than new works. The S94 plan is the new works plan for Council and is being updated. Key sources of information being updated. The 2019/20 budget has included some new works.</p>
	<p>You’ll see a draft Buildings Asset Management Plan and Open Space Asset Management Plan presented to Council for adoption so we can undertake our infrastructure asset renewal and upgrade program in line with Community Solutions Panel values.</p>	<p>The detailed inspection program has been completed and the Draft Asset Management Plan has been completed. The Building Asset Management Plan will be presented to the October meeting of TIAC for recommendation to Council for adoption.</p> <p>The Open Space Asset Management Plan has been included into the 2019/20 Operational Plan, the asset register was be completed by end of financial year, but has not yet been presented to Council.</p>
	<p>A New Works 10 Year Program will be prepared, with 95 percent of the first year’s program delivered that is aligned to the adopted Recreational Needs Assessment and Solutions Panel values.</p>	<p>Works are in progress and some projects have been completed, with projects undertaken by either internal Council resources or formal construction contracts.</p> <p>Adoption of the recreation needs study was used as guidance for 10yr works program initiatives.</p>
<p>We’ll also be reviewing and updating our s94 Plan to ensure new infrastructure is planned and funded to</p>	<p>The project plan for the updating the s94 Plan has been developed and is progressing, however progress has been delayed this year by prerequisite information sources.</p>	

	meet the needs of the current and future population	
	You'll see a strategic plan developed and adopted for the Ewingsdale Road corridor and updated open space work programs that reflect our adopted Recreational Needs Assessment, within budget.	Access and Movement strategy for Byron Bay underway with outcomes to inform MR545 Review.
	We'll be working with the community to prioritise actions from the town and village masterplans and identify actions to inform quarterly budget reviews and future budget development to ensure that high priority actions are included in programs where they're able to be funded.	Key actions from community Place Plans are considered high priority for implementation, starting with Sandhills Estate including wetlands project. The concept design for wetland completed.
	To be "grant ready" we'll be improving our organisational project development and priority setting. This means that we'll be better able to implement strategic grants by using our management systems to deliver priority projects for Byron's community. We'll do this by continuing to participate in cross-directorate project development including creating competitive approaches to align with Federal and State Government policies - Improvements in organisational project development and priority setting to enable grant readiness.	Applications for major grants occur as they become available, depending on the program and relevance to delivery of Council's priority projects. Grants management delivered priority projects for Byron's community with awarding of \$18,865,339.
	Recommendation 4: In the longer term, after we achieve a "fair" status over the majority of infrastructure types, then the expenditure of rates funds on infrastructure can move to be more balanced across upgrading infrastructure status.	
1.2.6 1.2.7 1.6.3 5.5.2	What you'll see in 2018-2019 By reviewing and updating our s94 Contributions Plan you'll see that new infrastructure is planned and funded to meet the needs of the current and future population.	The project plan for the updating the s94 Plan has been developed and is progressing.

	<p>By optimising Council's property portfolio, we'll be progressing nominated sites including:</p> <ul style="list-style-type: none"> - Lot 12 Byron Bay and Lot 22 Mullumbimby - Mullumbimby Hospital once obtained, and progress demolition and site remediation - Completion of detailed design documentation for the 10 Lawson Street Byron Bay redevelopment - Development of conceptual plans for Byron Bay Town Centre Master Plan projects such as the Byron Bay Surf Club and rail corridor activation 	<p>Council has progressed with the key initiatives for optimising Council's property portfolio and provides the following update:</p> <ul style="list-style-type: none"> - Rezoning and reclassification of Lot 22 progressing. Grant opportunities are being considered for Lot 12 which is also included in the Enquiry By Design process for the industrial area. Resolution pertaining to the Tyagarah landholding and investigation of options for a food hub is being progressed. - Demolition of the Mullumbimby Hospital commenced in January. - The 10 Lawson Street Byron Bay redevelopment is pending town centre DCP changes. Following DPE determination, the gateway will be exhibited early next financial year. Subject to the outcome the Development application could be prepared. - NSW Health Minister has announced the \$1 sale of the Byron Hospital to Council on behalf of the Byron community. Council resolved to purchase at the 23 May meeting. Settlement scheduled for early July.
	<p>You'll also see an endorsed detailed design with inclusive elements and complete building approvals for the upgrade of the Ocean Shores Community Centre.</p>	<p>Design completed. Cost estimates indicate this project cannot progress to implementation without a new and significant source of funding. Grant opportunities may arise.</p>

<p>1.1.1 1.1.2 5.1.5</p>	<p>Key Consideration 1: We aim to be proactive, not reactive</p>	
	<p>What you'll see in 2018-2019</p> <p>We'll be developing and implementing road and drainage maintenance programs that will see planned activities completed and hopefully a decrease in reactive works spending. It's expected that we'll also see a decrease in customer requests as our proactive program will have completed the area.</p>	<p>In 2018/19 there are annual planned maintenance programs for road resealing; heavy patching; gravel resheeting; footpath renewals; kerb and gutter renewals and bridge maintenance capital renewals. These programs were completed by the end of the financial year.</p>
	<p>We'll undertake inspections to identify and prioritise works as well as undertaking highest priority works</p>	<p>Other maintenance works are completed in a systematic manner by prioritisation of works using AssetEdge Reflect software and Council Risk Management Plan and the timing of</p>

	first.	the works are planned after considering the priority, available budgets and resources.
	Importantly we'll be improving our reporting systems so you have an update on how our works are progressing.	

Key Consideration 2: We recognise there are different needs in different places		
1.1.2 1.1.3 1.1.4 2.3.3	What you'll see in 2018-2019	
	You'll be consulted on levels of service so we all have a clear understanding of expectations especially when it comes to reactive works.	The TAMP has been adopted and includes levels of service.
	Our road network renewal and upgrade programs will be developed based on the values including causeways, culverts, pavements, footpaths, drainage, gutter and signage.	In 2018/19 there are annual planned maintenance programs for road resealing; heavy patching; gravel resheeting; footpath renewals; kerb and gutter renewals and bridge maintenance capital renewals. These programs were completed by the end of the financial year. Other maintenance works are completed in a systematic manner by prioritisation of works using AssetEdge Reflect software and Council Risk Management Plan and the timing of the works are planned after considering the priority, available budgets and resources.
	We'll be developing a program of new works for roads in line with values.	Investigation for the service provider to undertake a detailed road condition assessment and revaluation has commenced.
	We'll be developing the Richmond Tweed Regional Library Strategic Plan and local Service Level Agreements to review how we provide high quality library services for all of our community.	The Richmond Tweed Regional Library Strategic Plan underway with draft plan to be delivered to March RTRL Committee meeting.

Key Consideration 3: We support investing in renewal when it is practical and necessary to do so		
1.1.3 5.4.2	What you'll see in 2018-2019	
	We'll complete our bridge replacement program	All 5 bridge renewals are nearing full completion.
	We'll use predictive modelling software to inform our	Asset management improvements continuing including key reporting to the TIAC. Draft

	proactive renewal program and improve our data quality	budget for My Predictor and Reflect software licences been identified in 2019/20 budget.
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5.1.1	Key Consideration 4: We encourage, support and facilitate shared ownership of community issues	
	What you'll see in 2018-2019	
	We'll embed Community Led Governance Principles (per Council resolution 18-176) into operations which looks at shared-ownership of projects and empowering communities.	Community Led Governance Principles have been included in Community Engagement Policy. Training material and tools for Managers has been completed and preparation of further and refining training material will be ongoing.
	We'll provide opportunities for volunteering.	Council continues to support our volunteering community, particularly through the 'Love Byron Halls' project. Workshops are held for committee volunteers to enhance their skills and knowledge.
	We'll provide information about key projects and initiatives.	Council's plans and strategies are available online. Quarterly reporting commenced in 2018/19 against Council's Delivery Program and Operational Plan.

1.6.3	Key Consideration 5: We recognise that the development of transport alternatives to cars is essential	
	What you'll see in 2018-2019	
	We recognise that transport alternatives is essential so we'll be ensuring that new infrastructure is planned and funded to meet the needs of the current and future population. We'll also make a submission to Transport for NSW to advocate for innovative transport solutions and improved public transport across the Shire which will demonstrate our support for increased services for the Byron community.	Submissions will be prepared and submitted by the due date for any applicable TfNSW and State Government grant programs to improve services to the Byron Shire community.
	Also, since all of our cars won't be leaving the road in the near future we'll be developing a Car Share Policy and pilot a car share program for Byron Bay and Mullumbimby to minimise the impact and number	Car Share Policy was placed on public exhibition until 17 September, no submissions were received and therefore the policy was adopted. At the 31 October meeting Council allocated parking bay locations for the car share pilot

	of cars on our roads, and to provide transport solutions for people without cars.	trial. An online application form open to all car share operators to apply is available on Council's website. Applications received will be reported to Council in February 2019.
	While supporting, through partnership, a network of integrated sustainable transport options, we'll be preparing an Integrated Transport and Movement Plan to ensure that we have an integrated and accessible transport network. We'll also be updating our Bike Plan and Pedestrian and Access Mobility Plan while delivering works on prioritised pedestrian and access mobility plan facilities.	Development of and Integrated Transport and Movement Plan is underway. Extraordinary meetings of TIAC are progressing its development. Regular update reports are being prepared for every planned TIAC meeting.
	You'll see us apply to the NSW State Government through the RMS for bike facilities grants and we'll support the Byron Bay Bus Interchange in partnership with Transport for NSW. Further, in relation to public transport, we'll be finalising a report on the review of intermodal use of the Byron Rail Corridor.	Submissions will be prepared and submitted by the due date for any applicable Transport for NSW and State Government grant programs.

Key Consideration 6: We support investment into infrastructure that generates a return		
1.2.7	<p>What you'll see in 2018-2019</p> <p>We recognise that some infrastructure can and should generate a return. That's why we are looking to optimise our property portfolio including Lot 12 Byron Bay, Lot 22 Mullumbimby, Mullumbimby Hospital, and Byron Bay Masterplan projects</p>	<p>Council has progressed with the key initiatives for optimising Council's property portfolio and provides the following update:</p> <ul style="list-style-type: none"> - Rezoning and reclassification of Lot 22 progressing. Grant opportunities are being considered for Lot 12 which is also included in the Enquiry By Design process for the industrial area. Resolution pertaining to the Tyagarah landholding and investigation of options for a food hub is being progressed. - Demolition of the Mullumbimby Hospital commences on 7 January 2019. - The 10 Lawson Street Byron Bay redevelopment is pending town centre DCP changes. Following DPE determination, the gateway will be exhibited early next year. Subject to the outcome the Development application could be prepared. - NSW Health Minister has announced the \$1 sale of the Byron Hospital to Council on behalf of the Byron community.

Key Consideration 7: We endorse innovative approaches and efficiency in processes		
5.4.2 5.6.10	What you'll see in 2018-2019	
	We'll improve further our asset management systems capability by implementing improvement actions detailed in key audit reports and improve the data quality of our Asset Register to ensure all departments utilise the system as the point of truth for assets.	Asset management improvements continuing including key reporting to the TIAC. Draft budget for My Predictor and Reflect software licences in 2019/20 budget. Predictive modelling of the building asset class has been completed and used in the Buildings Asset Management Plan. The building inspection program has provided a crucial update for the Register and a sound basis for capturing information going forward. Work has commenced on open space assets.
	We'll use business insights and strategic business planning to continuously improve by completing the 2018 Local Government Performance Excellence Program Report FY2018 and report it to our Internal Audit, Risk and Improvement Committee.	Council continues to use the Local Government Performance Excellence Program as a significant source of comparative performance data to support strategic business planning. In addition, Council has introduced software solutions to build business insight capability in the area of project delivery and continues to build tools for monitoring and reporting on customer services.

Key Consideration 8: We require organisational and individual responsibility, accountability and transparency		
5.2.1 5.1.6 5.5.2 5.5.3 5.5.10	What you'll see in 2018-2019	
	We'll improve our reporting to ensure accountability and transparency by providing regular updates.	Commenced Quarterly Reporting process to Council and community against the 2018/19 Operational Plan. Reports are presented to the Council meeting and provided on Council's website for the community to view.
	We'll also manage our assets and resources in a sustainable manner such as our financial integrity, robust procurement and use business insights to underpin our strategic planning.	2017/18 Annual Report published on Council's website. The Annual Report format has been modified to more closely align with the Community Strategic Plan to demonstrate clear linkages between Council's planning and reporting. 2017-2018 Financial Statements audit completed and lodged with Office of Local Government on 19 October 2018 following adoption by Council. Council's procurement framework is efficient and effective delivered through a number of initiatives such as annual procurement plan, compliance program, staff training and participation in regional programs.

5.1.1	Panel Conclusion: The Byron Shire Community Solutions Panel recommends that Byron Shire Council continue to engage with its community.	
	What you'll see in 2018-2019 To facilitate inclusive community consultation and stakeholder engagement to inform Council decision making we'll embed Community Led Governance Principles (per Council resolution 18-176) into operations by finalising staff training material and including relevant principles into our Community Engagement Policy. We'll also be working on an engagement toolkit for staff which will include place making tools.	Inclusive community consultation and stakeholder engagement has been facilitated through embedding of community led governance principles, new community engagement policy, developing a "Byron Model" for democracy with panel of randomly selected citizens and stakeholders, community roundtable meetings and delivery of community satisfaction survey. These initiatives have all informed Council decision making.