

2016/17 Financial Sustainability Plan

Reporting on Action Implementation Plan for period ended 31 December 2016

Strategy Element: Expenditure Review

Actions	Action Owner	Action Due Date	Management Comments
1. Recommendations on expenditure savings or efficiency gains identified by responsible staff reported to the Executive Team.	DC&CS	June 2017	Progress Update (31 December 2016) Reports are prepared following the quarterly Strategic Procurement Steering Committee meetings to the ET and responsible Managers. The reports include recommendations for potential savings or efficiency gains from Contracts tendered by Council or the NOROC Procurement Group, and recommendations on Contracts that should be developed and Tendered by Council.
2. Monthly Management Finance Reports provided to the Executive Team.	DC&CS	Monthly	Progress Update (31 December 2016) Monthly Management Finance Reports are prepared by the Finance Manager and considered by the Executive Team at the monthly Performance Management meeting held on the second Wednesday of each month.
3. Monthly Management Finance Reports provided to Councillors.	DC&CS	Monthly	Progress Update (31 December 2016) A copy of the Monthly Management Finance Report is distributed by the Director Corporate and Community Services to Councillors on the Friday following the Executive Team Performance Management meeting. The version of the Monthly Management Finance Report distributed Councillors is in accordance with the template adopted by Council for the monthly report.
4. Progress reports to the Finance Committee on the implementation of the adopted FSP actions.	DC&CS	Quarterly	Progress Update (31 December 2016) The 2016/17 FSP was adopted by Council at its ordinary meeting held on 2 February. This is the first progress report prepared for the Finance Committee updating the Committee on the progress of implementing the adopted actions.
5. Report to Council through the Quarterly Budget Review any identified expenditure savings.	DC&CS	Quarterly	Progress Update (31 December 2016) Expenditure savings will be included in the December 2016 Quarterly Budget Review Report to this meeting of the Finance Committee.
6. Report to Council any recommendations regards policy changes.	DC&CS	As required	Progress Update (31 December 2016) Reported to Council as required.

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Strategy Element: Revenue Review

Actions	Action Owner	Action Due Date	Management Comments
1. Internal Staff Working Groups to report to the Executive Team on the progress achieved on the implementation of their specific initiative/s.	DC&CS	June 2017	<p>Progress Update (31 December 2016) The Internal Working Groups have continued to operate and report to the Executive Team as required.</p> <p>A weekly status update for identified critical projects is provided in the internal weekly Critical Project Status Update Report to ET.</p>
2. Internal Staff Working Group/staff to report to the Executive Team any proposed opportunities for deriving new/additional revenue.	DC&CS	June 2017	<p>Progress Update (31 December 2016) The focus during the reporting period has been on the implementation of the engagement process in support of an application for a Special Rate Variation application for a rate increase in addition to determined rate peg limit for 2017/18, 2018/19, 2019/20 and 2020/21.</p> <p>The IP&R Working Group has during the period met on a weekly basis and reported to the Executive Team. As an outcome of these meetings reports were provided to Council in October and December. A number of Councillor Workshops have also been held.</p> <p>Council in February resolved to submit an application for a Special Rate Variation application for a rate increase including the rate peg limit of 7.5% for 2017/18, 2018/19, 2019/20 and 2020/21.</p>
3. Report to the Finance Committee and/or the Council any proposed opportunities for deriving new/additional revenue.	DC&CS	Quarterly	<p>Progress Update (31 December 2016) Reported as required.</p>
4. Report to Council any recommendations regarding policy change and/or increases to existing or new revenue sources.	DC&CS	June 2017	<p>Progress Update (31 December 2016) Council during this review period considered reports on consultation regarding options for potential Special Rate Variation. Council at its Ordinary Meeting held on 15 December 2016 resolved to inform the Independent Pricing and Regulatory Tribunal of its intention to apply for a Special Rate Variation and to re-exhibit its Integrated Planning Documents incorporating the SRV options seeking further feedback from the community.</p>

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Actions	Action Owner	Action Due Date	Management Comments
			Council in February resolved to submit an application for a Special Rate Variation application for a rate increase including the rate peg limit of 7.5% for 2017/18, 2018/19, 2019/20 and 2020/21.
5. Prepare submissions and lobby for grant funding for major capital works projects.	DC&CS	June 2017	<p>Progress Update (31 December 2016)</p> <p>During the reporting period Council has followed up the lobbying undertaken in the lead up to the 2 July 2016 Federal Election. A number of Critical Projects have also been the subject of lobbying to the State Government during the period. Such projects have included the Byron CBD Bypass and Ewingsdale Road Projects.</p>
6. Community Consultation and Submission of the Special Rate Variation Application to IPART to apply from 2017/2018 financial year and three following financial years.	DC&CS	June 2017	<p>Progress Update (31 December 2016)</p> <p>Final phase of community consultation commenced on 17 December 2016 following Council's consideration of a report on the Special Rate Variation options. Council approved the lodgement with the Independent Pricing and Regulatory Tribunal (IPART) of a notice of intent to lodge an application for the 2017/2018 Financial Year.</p> <p>Council in February resolved to submit an application for a Special Rate Variation application for a rate increase including the rate peg limit of 7.5% for 2017/18, 2018/19, 2019/20 and 2020/21.</p>

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Strategy Element: Land Review and Property Development

Actions	Action Owner	Action Due Date	Management Comments
General Fund			
2. Lot 12 Bayshore Drive – Evaluation and possible sale.	DIS	June 2017	<p>Progress Update (31 December 2016) Brisbane Screenings have completed the waste processing and remediation of the site. A project saving of \$700,000 was achieved through the sale of surplus material to North Byron Beach Resort. Residual tasks such as fencing and formal reporting of the EPA Licence will be completed in early 2017. A report on future use will go to Council before June.</p>
3. Manfred Street – Complete and lodge planning proposal for the reclassification in accordance with Res 13-698.	DC&CS	June 2017	<p>Progress Update (31 December 2016) Planning Proposal lodged with the Department of Planning. A requisition was subsequently received and a response prepared by Staff to the issues raised in the Requisition, which has been submitted to the Department . Currently awaiting Department of Planning determination of the Planning Proposal.</p>
4. Station Street – Complete sale.	DIS	June 2017	<p>Progress Update (31 December 2016) The contractor has commenced works and the trees have been removed and the stumps ground. Work will be completed in early 2017.</p> <p>In accordance with the resolution of Council an agreement has been reached with NCCH. The contract of sale is well developed, NCCH lawyers are considering proposed amendments and a draft subdivision plan.</p> <p>Presentation from NCCH/KOHO to the Councillors to be scheduled in the new year.</p>
5. Yaran Road, Tyagarah Airfield – Rezoning, DA works.	DIS	June 2017	<p>Progress Update (31 December 2016) Planning: The required work for OEH is nearing completion. Reporting the planning proposal will follow concurrence from OEH.</p> <p>Infrastructure: Draft Compensatory Management Plan Stage 1 and 2A received. Areas for compensatory planting under review. Shelter and landing fee meter installed and operational. Visiting aircraft landing and parking fee recovery review in progress. Airfield inspections now completed via electronic forms.</p> <p>Leasing and Licensing: Lease for the Old Tyagarah Hall effective from</p>

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Actions	Action Owner	Action Due Date	Management Comments
			1 January 2017 – Completed.
6. Lot 22 Mullumbimby – Planning proposal and rezoning.	DIS	June 2017	Progress Update (31 December 2016) A meeting has been held with the Department of Planning and support has been gained for conducting the rezoning/ reclassification process in parallel with the process of reviewing and finalizing the Residential Settlement Strategy. Achieving the rezoning and reclassification is essential to facilitating any residential outcome for this property.
7. Bayshore Drive Works Depot, Byron Bay (Lot 102, DP1087996, 1.79 hectares) – Reassess the feasibility and options for a potential relocation.	DIS	June 2017	Progress Update (31 December 2016) A consultant has been engaged to review the future needs of the Depot site and to evaluate the merits of alternative sites including the RMS Yaran Rd site.
Water Fund			
8. Fletcher Street –Finalise architectural concept and business case.	DIS	June 2017	Progress Update (31 December 2016) The EOI process has been finalized and Architects short listed. A tender will be issued in February. The project remains on track.
Sewer Fund			
9. South Byron STP – Future option determination. Continue site remediation. Start rezoning.	DIS	June 2017	Progress Update (31 December 2016) Following a presentation to Council at a Strategic Planning Workshop and a site inspection, a detail report on future options and associated implications (legal, planning, risk and cost) will be presented to the 23 March meeting.
10. Brunswick Heads STP – Complete remediation.	DIS	June 2017	Progress Update (31 December 2016) Council has awarded a tender for this work.
11. Mullumbimby STP – Detailed site contamination and remediation assessments.	DIS	June 2017	Progress Update (31 December 2016) Council has engaged Consultants GHD who are completing the assessments to inform the REF for the planned works.
12. Brunswick Valley STP, Vallances Road – Assess development options.	DIS	June 2017	Progress Update (31 December 2016) A Planning consultant will be engaged to prepare subdivision options for the property.
13. Bangalow STP – The RLUS has determined that rural residential is not viable in this location due to the	DIS	June 2017	Progress Update (31 December 2016) No further work required.

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Actions	Action Owner	Action Due Date	Management Comments
proximity of both the STP and surrounding agricultural activity.			
14. Lot 4 Mill Street – Assess development options.	DIS	June 2017	Progress Update (31 December 2016) Liaison has occurred with John Holland Rail and it is now possible to prepare a proposal for a land/ boundary adjustment to achieve a secure vehicle access to this property from Mill St/ Station St.
15. Various small surplus land parcels – Continue program.	DIS	June 2017	Progress Update (31 December 2016) Work has progressed on the options for sale of surplus road reserves and other minor land areas and been reported to Council.
Waste Fund			
16. Lots 3 and 29 Manse Road – Progress options for resource recovery in the quarry	DIS	June 2017	Progress Update (31 December 2016) No further work required at this stage.
17. Lot 15 Dingo Lane, Myocum – Progress options for resource recovery in the quarry.	DIS	June 2017	Progress Update (31 December 2016) Resource recovery options are being developed. This property will also be considered regarding its viability for a future depot site.
18. Lot 16 Dingo Lane, Myocum – Assess retention and sale options.	DIS	June 2017	Progress Update (31 December 2016) A report will be prepared for Council regarding options.

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Strategy Element: Strategic Procurement

Actions	Action Owner	Action Due Date	Management Comments
1. Develop contracts management guidelines and processes.	DC&CS	June 2017	<p>Progress Update (31 December 2016) Contract Management Guidelines endorsed and provided to staff with a toolkit. Staff training sessions booked for April and May.</p> <p>Complete.</p>
2. Develop annual procurement plan.	DC&CS	June 2017	<p>Progress Update (31 December 2015) Annual Procurement Plan developed and endorsed by the Executive Team.</p> <p>Complete.</p>
3. Develop and implement priority contracts program.	DC&CS	June 2017	<p>Progress Update (31 December 2015) Priority contracts program developed with Annual Procurement Plan, based on spend analysis data.</p> <p>Complete.</p>
4. Detailed spend analysis and reporting.	DC&CS	June 2017	<p>Progress Update (31 December 2016) Spend analysis is completed at the end of each financial year to track performance and identify opportunities for improvement.</p> <p>Complete.</p>
5. Implement ongoing procurement and contract management training program.	DC&CS	June 2017	<p>Progress Update (31 December 2016) Identified staff are undertaking online training through local government procurement. Training courses being undertaken include: Probity in Procurement, Procurement Essentials, Contract Management, and Specification Writing. Online training will continue to be offered to relevant staff.</p> <p>Complete.</p>
6. Implement targeted program to reduce invoice numbers and transaction costs.	DC&CS	June 2017	<p>Progress Update (31 December 2016) The new purchase to pay process (see item 8 below) will result in a significant reduction in transaction costs. Work to reduce invoice numbers is ongoing. For example, where appropriate, new contracts require suppliers to provide a consolidated monthly invoice.</p> <p>In progress.</p>

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Actions	Action Owner	Action Due Date	Management Comments
7. Develop social and sustainable procurement and economic development plan.	DC&CS	June 2017	<p>Progress Update (31 December 2016) The Sustainable Procurement Plan which addresses the four elements of sustainable procurement (social, environmental, economic, governance) has been completed.</p> <p>Complete.</p>
8. Review purchase to pay process.	DC&CS	June 2017	<p>Progress Update (31 December 2016) Due for completion April 2017.</p> <p>In progress.</p>
9. Implement purchasing cards for low value high volumed transactions.	DC&CS	June 2017	<p>Progress Update (31 December 2016) A draft policy has been developed that is currently being reviewed. Reviewing software to manage purchase cards to integrate into Authority system and the Authority product itself.</p> <p>Currently still progressing.</p>

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Strategy Element: Policy and Decision Making

Actions	Action Owner	Action Due Date	Management Comments
1. Council continue to consider the short, medium and long term financial impacts and the context of Council's long term financial sustainability in its ongoing policy and decision making processes.	Finance Manager	June 2017	<p>Progress Update (31 December 2016) The Finance Manager undertakes a review of the reports to Council on a monthly basis and provides comments to Report Writers and the Executive Team on the financial implications. Comments are included in the reports for consideration of Council in the decision making process. Resolutions impacting on budgets are considered in the QBR process and then included in the financial modelling used for the preparation of the LTFP.</p>
2. That any unspent budget votes from the 2015/16 budget recommended to be carried over to the 2016/17 Budget be reported to Council following the end of the 2015/16 Financial Year.	Council	June 2017	<p>Progress Update (31 December 2016) This item is complete. Carryovers from 2015/2016 to be added to the 2016/2017 budget were considered by the Finance Advisory Committee at its Meeting held on 18 August 2016. These were later adopted by Council at its Ordinary Meeting held on 25 August 2016 (Resolution 16-446).</p>
3. That the monthly Finance Report be distributed to Councillors on a monthly basis.	Finance Manager	June 2017	<p>Progress Update (31 December 2016) Following the Council election in September 2016, a report was provided to the FAC on 10 November 2016 to confirm the form and content of the monthly financial reporting to Councillors. Upon adoption of the preferred format, the monthly financial reporting to Councillors has commenced.</p>
4. That policies that contain wording or provisions that are considered to be restrictive be reviewed to incorporate enabling wording and guidelines for Council's consideration and approval.	DC&CS	June 2017	<p>Progress Update (31 December 2016) Council Policy 12/007 Business and Commercial Activities has been reviewed. This policy was endorsed by the Executive Team to be one of the first policies reviewed. This policy is proposed to be reported to Council to be repealed as the policy has never been enacted and has been superseded by the Financial Sustainability Plan.</p>

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Strategy Element: Potential Commercial Opportunities

Actions	Action Owner	Action Due Date	Management Comments
1. Management will progressively prepare and submit to Council reports on any potential commercial opportunities and ventures identified in the adopted Byron Bay Town Centre Masterplan.	ET	June 2017	<p>Progress Update (31 December 2016) <u>Commercial opportunity at CountryLink Building</u> Currently progressing with project planning</p> <ul style="list-style-type: none"> • 28/09/16 ET endorsed support for social enterprise at the Country Link building, Jonson St, Byron Bay, and will provide input to the process • 20/10/16 Strategic Planning Workshop held with Councillors
2. Management to prepare and submit to Council reports on any potential commercial opportunities and ventures when identified for any other specific projects such as: a) Future management and development of the Tyagarah Aerodrome b) Development of Byron Bay Swimming Pool/Café c) Redevelopment of the old Fletcher Street Library building.	DIS	June 2017	<p>Progress Update (31 December 2016) a) <u>Future management and development of the Tyagarah Aerodrome</u></p> <ul style="list-style-type: none"> • Tree treatment in Transitional Slopes (Stage 1) complete. • Stage 2 Areas to be assessed under Pt4 or Pt5 of Env&Planning Assessment Act have been identified. Treatment methods to be defined. • Shelter and landing fee meter installed and operational. • The Planning Proposal public exhibition closed 2 June 2016 with eight submissions received. • Work has commenced on preparing additional OEH-requested information for their consideration. • Expected that a report on the final Planning Proposal will be presented to Council at the 25 August 2016 meeting, pending OEH's further advice. • The Agreement to Lease and lease documents for the Tyagarah Hall have been signed by the successful applicant • DA for associated activities has been lodged with Council. <p>b) <u>Development of Byron Bay Swimming Pool/Café</u> Council met with the responsible Minister on 2 August 2016 to discuss the outstanding issues. The meeting identified a number of actions for both Crown Lands and Council to progress and resolve the current the land tenure matters.</p> <p>Crown Lands in December 2016 advised that upon the closure of the Road Reserve that this land would vest to Council. Road Closure process commenced.</p>

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Actions	Action Owner	Action Due Date	Management Comments
			<p>A presentation on the land tenure issues and the status of the actions being undertaken by both Council and Crown Lands provided to Councillors at the SPW on 24 January 2017.</p> <p>c) <u>Redevelopment of the old Fletcher Street Library Building</u> The EOI has been issued. A detailed project plan has been developed.</p>

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Strategy Element: Volunteerism

Actions	Action Owner	Action Due Date	Management Comments
1. Review the Volunteer Policy and framework to ensure that it meets the National Standards for volunteer involvement, and supports the organisation in delivering volunteer activities.	Manager Community Development	June 2017	Progress Update (31 December 2016) Preparation underway, Policy review scheduled for 2017.
2. Undertake an organisation wide audit of current volunteer activities.	ET	June 2017	Progress Update (31 December 2016) Review of S355 Committees completed, including review of Guidelines, templates and resources. Induction and training undertaken. Audit to be progressed. Further clarification upon collaboration with other sections of Council to ensure coordinated, organisation-wide approach.
3. Recognition of current volunteers.	ET	June 2017	Progress Update (31 December 2016) Volunteer recognition event scheduled for 8-14 May 2017, including professional development opportunity.
4. Identify and deliver a social innovation pilot project.	Manager Community Development	June 2017	Progress Update (31 December 2016) Currently underway. 28/09/16 - ET endorsed the Social Enterprise Action plan with the following steps: <ul style="list-style-type: none"> • Proceed to scope social enterprise project pipeline through the Social Enterprise Action Plan to establish feasibility and buy-in. • Pilot a social procurement project in 2017 (Asset Management Program, Water and Sewer) • Develop a Council supported funding strategy for a long-term social enterprise incubator program and facility • Convene staff and external educational workshops in social procurement and social impact measurement • Develop a communications strategy to demonstrate Council's commitment to social impact • Advocate for revisions to Legislation around competitive neutrality for social enterprises

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Actions	Action Owner	Action Due Date	Management Comments
			<p>28/09/16 - ET endorsed support the proposed social enterprise at the CountryLink building, Jonson Street, Byron Bay and will provide input to the process.</p> <p>20/10/16 - Strategic Planning Workshop held with Councillors Ongoing project development and planning for Country Link building project.</p>

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Strategy Element: Collaborations and Partnerships

Actions	Action Owner	Action Due Date	Management Comments
1. Embed collaboration/partnerships into the IP&R framework through the four year preparation of IP&R documents.	DC&CS	June 2017	<p>Progress Update (31 December 2016)</p> <ul style="list-style-type: none"> • Review of IP&R framework templates underway • Collaboration/partnership strategy to be developed and implemented in Years 1-2 of Delivery Program 2017-2021.
2. Identify key potential organisational strategic partnerships/collaborations.	DCCS	June 2017	<p>Progress Update (31 December 2016)</p> <ul style="list-style-type: none"> • As above • Opportunities for collaboration/partnership to be identified across Council during development of strategies and actions
3. Review the format of Council reports as part of the internal audit recommendations to align Council reporting with strategic objectives.	DCCS	June 2017	<p>Progress Update (31 December 2016)</p> <p>100% of the Low Carbon Strategy actions to date have been completed or are in progress. The strategy sets a target to reduce greenhouse gas emissions by a minimum of 30% from 2003-2004 levels by 2020.</p> <p>Achievements to date: The Myocum Landfill Gas collection network and flare was upgraded and a 10 year contract procured for the system operation and flare hire. A 103kW solar system installed on council assets. 5 solar hot water systems at Community Centres and the Depot. Energy audits of the Sandhills Child Care and The Cavanbah Centre. Lighting efficiency retrofits on council assets.</p>
4. Provide a report to ET quarterly that identifies strategic partnerships/collaboration projects.	DSEE	June 2017	<p>Progress Update (31 December 2016)</p> <p>The Zero Emissions Byron project is overseen by a steering committee comprising the Mayor, Council staff, local community groups, BZE and the Centre for Social Change. The project is organised according to five sectors that contribute to emissions in the Shire: energy, transport, buildings, land use and waste. In each sector a team of local volunteers and experts has been established and has now calculated the baseline emissions.</p> <p>The Baseline Emissions Report is the current emissions and emission reduction strategies for the Byron community. Moving forward post baseline report, the creation a 10 Year Strategic Action Plan, identifying clear projects/strategies to help reduce emissions is now under development.</p>

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Strategy Element: Asset Management

Actions	Action Owner	Action Due Date	Management Comments
1. Prepare infrastructure reports for the Financial Statements and NSW Fit for Future program.	DIS	June 2017	Progress Update (31 December 2016) This was completed and submitted as part of the submission to the State Government.
2. Develop levels of service for infrastructure to support investment.	DIS	June 2017	Progress Update (31 December 2016) Levels of services are intimately linked to timely asset renewal which is the key subject of the proposed Special Rate Variation Application. A presentation was made to the Transport & Infrastructure Advisory Committee on 1 December.
3. Progress the outcomes of Asset Management Audits to improve performance.	DIS	June 2017	Progress Update (31 December 2016) An internal Working Group has been progressing action from the NSW Local Government Asset management Preparedness audit. In addition a new audit will be conducted by consultants Grant Thornton in February.
4. Improve the level and integration of asset information to better assist decision making and focus infrastructure investment.	DIS	June 2017	Progress Update (31 December 2016) A new Customer Relationship Management (CRM) project is progressing. The level of integration with the assets system is yet to be finalised.
5. Revalue water and sewer assets in accordance with the Local Government Accounting Code.	DIS	June 2017	Progress Update (31 December 2016) A consultant has been engaged to complete the revaluation in collaboration with staff.
6. Creatively develop new and revised funding strategies for better community outcomes.	DIS	June 2017	Progress Update (31 December 2016) The new Section 64 development contribution plan is in place. The Section 94 development contribution plan is being reviewed.
7. Actively work with government and industry leaders to improve asset management performance.	DIS	June 2017	Progress Update (31 December 2016) Council has completed the Price Waterhouse and Local Government Professionals Australia survey with findings in the 'Local Government Operational and Management Effectiveness Report'. Council continues to be actively involved in audit processes.
8. Engage with the community on the challenges of asset management.	DIS	June 2017	Progress Update (31 December 2016) Community engagement through the SRVA process has been extensive. This work has included an Asset Survey and the findings have informed development of the SRVA options. The Transport & Infrastructure Advisory Committee continues to be engaged with detailed presentations made at 1 December meeting.

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Strategy Element: Long Term Financial Planning

Actions	Action Owner	Action Due Date	Management Comments
1. Develop the 2016-2026 Long Term Financial Plan following adoption of the 2016/17 Operational Plan and report to the Finance Advisory Committee/Council prior to 18 August 2016.	Finance Manager	June 2017	Progress Update (31 December 2016) Report to the FAC on 18 August 2016 on 2016-2026 Long Term Financial Plan discussed scenarios only. Plan was not developed by this meeting.
2. Further update the 2016-2026 Long Term Financial Plan to address the requirements of Council's proposed Special Rate Variation (SRV) application prior to lodgement with IPART in February 2017.	Finance Manager	June 2017	Progress Update (31 December 2016) 2016-2026 Long Term Financial Plan developed and adopted by Council on 15 December 2016 in draft form for inclusion in public exhibition of revised Integrated Planning and Reporting documents.

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Strategy Element: Performance Indicators

Actions	Action Owner	Action Due Date	Management Comments
1. Ongoing quarterly reporting to the Finance Advisory Committee and Council on Financial Sustainability Plan (FSP) outcomes.	Finance Manager	Quarterly	Progress Update (31 December 2016) Reporting for the quarter ended 30 September 2016 and 31 December 2016 reported to the FAC on 16 February 2017.
2. Recognition through the QBR process of financial outcomes delivered by the FSP.	Finance Manager	Quarterly	Progress Update (31 December 2016) September 2016 QBR reported to FAC 10 November 2016 and 31 December 2016 QBR reported to FAC 16 February 2017.
3. Structural changes to both revenue sources and expenditure will be updated in the base budget during the preparation of the 2017/18 Budget.	Finance Manager	June 2017	Progress Update (31 December 2016) 2017/2018 Draft budget currently being developed with first milestone being to present the first draft of the 2017/2018 Budget to the Executive Team on 1 March 2017.
4. The financial outcomes delivered by the FSP updated into the Council's Long Term Financial Plan and modelled in the Long Term Financial Plan Scenarios.	Finance Manager	June 2017	Progress Update (31 December 2016) Changes are being identified by the Finance Manager through the QBR and financial modelling processes.
5. Assessment of the Note 13 and Special Schedule 7 performance ratios disclosed annually in Council's audited financial statements which should indicate a trend improvement from FSP outcomes.	Finance Manager	June 2017	Progress Update (31 December 2016) Results for financial year ended 30 June 2016 presented to Council for adoption on 27 October 2016 following completion of the financial statement audit. Note 13 performance ratios continue to improve on trend however infrastructure backlog in Special Schedule 7 showed a decline following reassessment of the infrastructure backlog.
6. Assessment of the seven 'Fit for Future' benchmarks on an ongoing basis to ensure Council maintains the 'Fit' outcome.	Finance Manager	June 2017	Progress Update (31 December 2016) Has been included in the development of the 2016-2026 Draft Long Term Financial Plan including projections for ten years. Benchmarks were reviewed following the conclusion of the audited 2015/2016 financial statements adopted by Council on 27 October and included in the Financial Data Return lodged with the Office of Local Government on 2 November 2016.

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Strategy Element: Environmental Projects

Actions	Action Owner	Action Due Date	Management Comments
<p>1. Implement actions from the Low Carbon Strategy as per scheduled timeframes. Example of actions that meet the FSP include energy efficiency measures, installation of solar power and solar hot water, energy data optimisation, electric fleet vehicles and installation of smart meters.</p>	DSEE	June 2017	<p>Progress Update (31 December 2016) 100% of the Low Carbon Strategy actions to date have been completed or are in progress. The strategy sets a target to reduce greenhouse gas emissions by a minimum of 30% from 2003-2004 levels by 2020.</p> <p>Achievements to date: The Myocum Landfill Gas collection network and flare was upgraded and a 10 year contract procured for the system operation and flare hire. A 103kW solar system installed on council assets. 5 solar hot water systems at Community Centres and the Depot. Energy audits of the Sandhills Child Care and The Cavanbah Centre. Lighting efficiency retrofits on council assets.</p>
<p>2. Work collaboratively with the Zero Emissions Byron project to identify actions that go beyond the Byron Shire Low Carbon Strategy.</p>	DSEE	June 2017	<p>Progress Update (31 December 2016) The Zero Emissions Byron project is overseen by a steering committee comprising the Mayor, Council staff, local community groups, BZE and the Centre for Social Change. The project is organised according to five sectors that contribute to emissions in the Shire: energy, transport, buildings, land use and waste. In each sector a team of local volunteers and experts has been established and has now calculated the baseline emissions. The Baseline Emissions Report is the current emissions and emission reduction strategies for the Byron community. Moving forward post baseline report, the creation a 10 Year Strategic Action Plan, identifying clear projects/strategies to help reduce emissions is now under development.</p>