Byron Shire Council (BSC) Community Strategic Plan (CSP) Internal Review Report

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8A   Guiding principles for councils (Local Government Act NSW)

(a) Councils should provide strong and effective representation, leadership, planning and decision-making.

(b) Councils should carry out functions in a way that provides the best possible value for residents and ratepayers.

(c) Councils should plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.

(d) Councils should apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.

(e) Councils should work co-operatively with other councils and the State government to achieve desired outcomes for the local community.

(f) Councils should manage lands and other assets so that current and future local community needs can be met in an affordable way.

(g) Councils should work with others to secure appropriate services for local community needs.

(h) Councils should act fairly, ethically and without bias in the interests of the local community.

(i) Councils should be responsible employers and provide a consultative and supportive working environment for staff.

Executive summary

The following report outlines the approach taken by Council to undertake an internal review of the current Community Strategic Plan (CSP). Council, as part of its integrated planning and reporting (IP&R) compliance is required to review the CSP when a new term of Councilors begins.

Background

Under the NSW Local Government Act Council is required to develop and endorse a Community Strategic Plan on behalf of its local government area. The plan should address the four key questions of:

- ➤ Where are we now?
- ➤ Where do we want to be in 10 years time?
- ➤ How will we get there?
- ➤ How will we know we've arrived? *(OLG Planning and reporting Manual)*

Councilors have agreed to an internal review of the current CSP (2022) by Council officers to fulfill pre and post election requirements. In later 2017/18 a full review of the CSP will be undertaken. As part of the requirements, Council is also required to prepare a new 4-year Delivery Program (DOP) and annual operational plan (OP).

Overview of Review and Consultation methodology

There are 5 distinct parts to the CSP review methodology

1. An internal review of the current CSP. This was undertaken by providing staff with a template to enable them to identify areas of the CSP that had been completed, areas for minor revision (within the terms of allowable revisions in the current plan) and ideas for future new or different approaches.

2. Research and development of a new delivery program template to better reflect IP&R good practice and determine a process for gathering and collating base line data.

3. Council staff workshops to gather feedback on future ideas and approaches identified as part of the CSP internal review.

4. Education of staff around the CSP to improve engagement and understanding as well as resource development on contemporary language around developing outcome focused strategies/actions and activities and how they can be monitored and evaluated.

5. Briefing and workshop with Councilors to seek their feedback and input on strategies and actions.

Review and Consultation methodology (detail)

1. Based on the successful mapping process undertaken for the Disability Inclusion Action Planning (DIAP), a similar review tool was developed to enable staff to review their team/departments performance against the current CSP themes (See Appendix 1). There were four questions answered:

Current

➤ Has this been completed (Item in the CSP)

➤ What is still relevant and should be kept as is or slightly modified?

Future

➤ What are the gaps and what actions need to be developed in relation to those gaps?

➤ Are there better ways we can talk about strategies being more outcome focused?

The outcome of review has been to incorporate Q1 and Q2 feedback from all of the teams/departments into a new 4-year delivery program (see 2). Responses to Q3 and Q4 were used by the consultants to theme the discussions/feedback at the staff workshops (see 3).

2. The new delivery program template was a result of research undertaken by the combined project team to review delivery programs from around the state that were considered best practice. Dubbo/Waverly and Eurobodalla examples were combined along with the project teams input to create the new Delivery Program Template (See Appendix 2) It was agreed that the creation of a new template would provide the opportunity to create a 'transition' from the current CSP wording and style to an updated version (to be created later in a full review) by incorporating new wording and features into the new DOP. Wording and features that did not compromise the requirements for minor CSP revisions to go out for public exhibition were incorporated and those that were more significant would be moved to a new 'shadow' DOP that would form the basis for the full review of the CSP in the future.

3. The CSP review template included 2 questions (Q3 and Q4) that sought ideas and feedback from staff about gaps or future possibilities for the CSP. Using this information the consultant's themed 10 questions that would be used as the basis for discussion and input from staff across Council during 3 scheduled workshops. (See Page 12)

The workshops were scheduled to enable as many people as possible to attend, which included a 7am workshop for outdoor staff to fit with their shifts. Overall approximately 140 staff members attended the 3 workshops (1x Cavanabah Centre and 2 x Mullumbimby Civic Hall).   Results of these workshops can be found later in this report (See Page 12)

4. A range of tools and strategies were developed to support educating and developing skills for staff around the language being used in the new CSP process, in particular around defining terms such as strategy, outcomes, actions and outputs. A written guide was produced along with an animation of the key terms to help illustrate the definitions and provide a range of learning

opportunities. These tools were distributed prior to the workshops and discussion occurred at the workshops around the definitions. (Appendix 3)

5. Councilors were briefed about the CSP review process and the development of the new format for the DOP and OP. Councilors were taken through a process that enabled them to gain an understanding of the context and rationale for the DOP and activities linked to the higher-level CSP strategies and using a specifically designed feedback tool, given the opportunity to make notes and then consider any further feedback in a follow up workshop.

Key findings

Knowledge of CSP and associated documents and processes

As the project commenced it became apparent that there were differing levels of knowledge and understanding around the CSP. Members of the ISG reported that some staff indicated that they didn't really understand what the CSP was about and certainly didn't understand how their role or work fitted with it. The Mid-Term report (reporting on activities to June 2016 against the CSP) was also something that people knew very little about and indeed many had not even read. This lack of knowledge and understanding lead the Project team to take a step back in the process and provide some information to staff on the CSP, its role and function and how their work fitted into this. Whilst it may have delayed the process slightly, it highlighted the need for much

more investment in education and support within Council about the CSP, its status and strategies and how each person on staff relates to the document.

ISG members also indicated that many staff had no involvement whatsoever in the creation of the current CSP and therefore the lack of ownership and engagement with it was somewhat understandable.

Timetable

The project team had to work within very tight timeframes and therefore the expectations placed on staff to deliver on the project activities in a very short time were high. That said, even with the timing (Christmas and New Year) and the unexpected 're-education' on the CSP that was required, the majority of teams came to the party and were able to deliver on their required actions, the key one being the review of the current CSP and identification of gaps and new ideas.

Engagement and feedback

The engagement of staff with the CSP workshops and their willingness to provide feedback and discuss ideas was greatly appreciated and has enabled the identification of some key areas for council to work on moving forward, that relate either specifically to a future CSP or to issues around the culture and values of the organisation. (See Recommendations page 9) Later in this report we have captured all of the feedback and identified those areas or points where there was endorsement from participants across the 3 workshops.

Project meetings

Regular project meetings were held between Council officers and the consultants either in person or via Skype to ensure that the project was keeping to schedule and to act as an early intervention process should any issues or challenges emerge during the course of the project. These project meetings also included managing the DIAP aspect of the combined projects

ISG (BSC Internal Steering Group)

The internal steering group was formed with leadership representatives from each area of Council. The group included 2 process champions (Mark Arnold and Shannon Burt) who were tasked with leading the group internally to support delivery on very tight time-frames.

Future Recommendations

Values and Culture

At the first ISG meeting, there was some brief discussion between participants regarding the place of Councils Values in the work of the organisation. There were differing views on how the values should be interpreted or used (i.e they are community values, they are values staff work to everyday). Values are core to any organisations work and guide the strategies and actions from high level (such as the CSP) right through to everyday actions and behaviours of staff. As such, we strongly recommend that Council agree on how the values are to be worked with and to and that this be consistently applied across all of Council, from Councilors to the most part time or casual of staff members.

As values, along with their interpretation and use, clearly underpin the culture of any organisation, it is also strongly recommended that the culture of Byron Shire Council be seen as a fundamental foundation for everyone to work within and therefore must be regularly checked, supported and nourished to ensure that the culture matches the values and aspirations of a council that wants to lead and innovate. We observed, that poor culture, at times, within council hampered some of our work around the DIAP and CSP, examples of this included some areas not understanding or supporting the processes, a lack of education and knowledge about core fundamental IP&R documents and processes, and a feeling of being excluded or omitted from things that were indeed fundamental to the operations of a values driven organisation.

Ongoing Monitoring and Evaluation

In the development of the CSP and DIAP strategies we have sought to reflect a more outcome, aspirational focus and this, along with the actions that are now being incorporated into the Delivery Program and subsequent annual Operational Plans, will require the need to have significant improvements in monitoring of performance against intended actions, e.g. improving accessibility of councils public spaces by installing fully accessible bathroom facilities, as well as evaluated against the longer term outcome of provision of accessible public spaces that contribute to people feeling less excluded.

Developing outcome indicators that can be linked to more holistic wellbeing, environmental, value for money, preventative value should be a broader project for Council to engage in across all its business. There needs to be a process that is consistent, yet

flexible, that can address the wider federal and state set outcomes we are required to measure, meet quality standards and the regulatory environment and at the same time address the many variables of people, communities and organisations.

For the purposes of the CSP strategies and actions, an annual review through the operational plan review process should not only monitor performance against intended actions but also 'test' the contribution towards broader outcomes through checking in with stakeholders about their lived experiences, e.g. by aiming for public spaces accessible to all, has your quality of life improved by being able to access more recreational, sport and social activities (this could be easily linked to wellbeing indicators)

(Our guide to measuring social value is provided as a separate document)

Community Strategic Plan (CSP) Internal Review - - Workshop Feedback

Introduction and methodology

As part of the internal CSP review process, staff were asked to suggest areas that could be explored to inform potential actions and activities when the creation of a new CSP occurs later in 2017. From these suggestions the consultants themed them into 10 key questions that would form the basis of discussion at 3 staff workshops
The workshops were attended by approximately150 staff.

The following is feedback from the workshops on each of the questions, listed under the relevant CSP theme where possible/most appropriate. Where a comment has one or more * this indicates that staff indicated their agreement (effectively weighting the responses). Additionally a survey monkey survey was made available to allow people who were not able to attend workshops to have input. 5 people took up this option.

Corporate Management

HOW CAN THE LEADERSHIP & GOVERNANCE OF THE SHIRE BE STRONGER & CLEARER ABOUT COUNCIL?

- Councilors focused too much on political agenda - conflicts arise *

- Require Councilors to provide open & transparent reasons for decisions to go against staff report recommendations

- Balancing the political with good governance

- Better communications around Councilors' understanding of staff initiatives & strategies

- More community radio info sessions to inform residents

- Mutual respect for governance

- Have Councilors read the Local Govt Act?? Exam?

- Educate Councilors; bring them along on the journey - in a non-political environment! ***

- Council/Councilors working more cohesively

- Councilors employed full time

- Communicate with community on issues to help them understand how Council works **

- Stricter & clearer criteria for Councilor selection *

- Creating a link between Mayor, Councilors & Council working together *

- Shift attitudes - promote positivity among staff & community (Just keep doing & believing! Sounds lame but just keep talking & thinking positively & it can shift on a big scale)

- Understanding each others' roles & responsibilities better

- Strategic mindset throughout the organisation & tools, support & most of all TIME to plan effectively **

- Trust staff **

- Bring back strategic planning ***

- Make strategic planning & governance practical, clear & useful = valued

- Individual work plans are important & link to team outcomes *

- Inclusivity - including community groups in discussion & decision making process *

- Definition of what staff do to enable more effective communications (internally/externally)

- Educate staff on roles within Council e.g. intranet bios & projects *

- Simple language - work around legislative requirements *

- Be physically visible in the community & increase exposure - go to them (e.g. staff from finance go to pop-up office in Byron town centre)

- Streamline processes & cut-down on red tape - fewer hoop to jump through to apply for something

- Explain why the governance is required - don't assume knowledge

- Consolidate multiple reporting for clarity

- Educate/inform the public more on the organisational structure & who is empowered to make what decision

- Get rid of insurance companies' control!!

- Make decisions based on science & not political aspirations

- Remove any incentives that promote ego & power - this just creates politicians even in senior management

- Leadership of the council can be stronger if it draws on the full knowledge of staff. This is a huge, valuable & under-utilised resource.

- Decision making is too centralised/focused at the executive level, which does not maximise the organisation's capacity for adaptive, innovative responses to complex social & environmental issues. While the buck does stop with the executive, decision-making could be more informed & insightful if it were incorporating staff expertise to a greater extent (& we want to offer it!)

HOW CAN WE BE MORE ACCOUNTABLE TO THE PEOPLE IN THE SHIRE?

- Update website early & often **

- Put council agenda in echo

- Mapping link to GIS

- Fact sheets/infographics about Council processes (do we internally know our own processes?)

- Open days & pop-up shops at different sights (positive spaces)*

- Weekly newsletter to all residents (like Tweed Link) with electronic option ******

- Free workshops run/sponsored by Council

- Clear communication & messaging

- Advertising on our own site

- Build-in outcomes measurement into Council activity/business & report back to community on outcomes, particularly at 4 year term *

- Much of what we do goes unreported/underreported *

- Info given in ways community understands, not just more words. Infographics etc

- Good news stories on Facebook

- Wellbeing Scorecard

- Form community guidance groups for each town/village with representatives brought into their locality's planning process. The CG members would disseminate info to their networks *

- Put high value on community engagement!! There is not even an engagement officer - let alone a team. Takes time & effort but big rewards *

- Demonstrate areas of social innovation & community partnerships for outcomes

- Work more systematically/innovatively with others - it's not all up to Council

- Ensure your policies

- Open communication

- Be consistent

- Communication between planning & outdoor staff

- Use chain of command (a culture of running to the highest level is creeping in when issues should be worked from the bottom first)

- Independent verifier to audit our process & help us

- Only hire people who are experienced in their field so we don't have to rely on contractors or slave labour

- Re-define our culture & quality outcomes = better roads, better morale, happy outdoor staff

- Give staff the time to go through these points to give their opinions in depth

- Oversee or monitor contractors - scrutinise their work

- Stop engaging with the usual Council bashers/critics who are vexatious. Sell the Council & it's politics & what they are designed for

- Locational signage with key contact & updates

- Digital snapshots

- Image usage - including photographs for reporting

- Language = customer service availability

- Open days

- Be more open about why & how decisions are made

- Minimise bureaucracy

- Talk in plain English & publish materials

- Council website promotes the activities of the bush regeneration team & shows where they will be working that week. The public can apply to work along side the team to gain practical experience which may lead to more stewardship of parks

- Current hierarchy in LG (eg staff talk to manager - mgr talks to director who talks to other mgr who talks to staff member) is just breeding ground for gossip, whispers, remarks & misinformation. And that's only internal! We need to be able to talk to each other directly - including the Government

HOW CAN THE BYRON SHIRE BECOME A MORE DIVERSE & A STRONGER EMPLOYER

- Have more specialist fields in-house, less contractors *

- Get HR to do their job & screen qualifications before hiring after a trial period

- Incentives to improve

- Six month trial period on new employees

- Cert IV training

- Stop complicating things & reduce red-tape when making decisions

- Support employees explicitly, need leadership

- Trust employees (stronger employer?)

- Don't keep accepting the same community members on committees (diversity)

- Resources - more in-house employees & training

- More salary benefits to attract the best people

- Ask for ideas, support the ideas & listen to older/experienced employees

- Brief new employees about safety, incident, protocols, timeframes etc when they start

- Redefine culture to results driven for sustainable communities

- Greater good before politics

- Consultation with the workforce at their level

- Develop future - train & retain; engineers; apprenticeships; traineeships

- Develop the people we want & need with system redundancy for leave

- Permanent placements & reduce temporary workforce (is this the way of the future??)*****

- Focus more on right people for certain jobs & get flexible in employment options eg flex-working; p/t; job sharing; remote working *

- Recruit to values/ethics not just skills

- Career development communicated career paths; succession & opportunities to grow & learn ***

- Social procurement contracts for marginalised groups *

- Make diversity part of employment strategies - quotas, targets etc

- Provide pre-interview workshop session/information sessions for Aboriginal applicants to highlight interview process & expectations & support to understand selection criteria *

- Allocate more budget for internships etc for Aboriginal residents

- Traineeships - on the job training is the most effective teacher

- Focus on interview & getting 'feel' of person rather than what is on paper *

- Identify outcomes required & then figure out how to get the job done - Just because a vacancy arises is there a need to recruit the same person?

- Work experience programs & training with local schools & education providers (barriers = insurance & how to package without removing a staff member)

- Accessing grants to bring more diverse groups to Council e.g. Indigenous

- Retaining employees once traineeship complete *

- International employee exchange program

- Graduate scheme

- Secondment opportunities

- Disability access

- Develop relationships with universities to attract future graduates e.g. UTS

- Recognising a broader range of skills that would be valuable in the organisation & having those reflected in the recruitment & documents e.g. skills & traits that would enhance creativity often comes from diversity in the workplace

- Work with key employees to develop a traineeship similar to a hotel traineeship where the trainee works in each section/employer to gain diverse experience

- Spend energy building a case/applying for funding - based on high unemployment, high underemployment & low wages - to improve these stats

- Allow Council staff to - do corporate volunteering; do career breaks & go to work with local employer for a time

- Full time: traffic engineer, traffic admin X 2, signs & less admin

- Turn the triangle of workers up the right way (fewer office people & more workers)

- Reduce workload by well defined priorities "you can not have it all"

- Higher service level = less work tasks

- Stop micromanaging things e.g. uniform debacle

- Employ extra WHS staff (JHA not)

- Same rules for use & contractors

- Trust in qualified staff, don't make work stressful with safety overload

- Less disciplinary measures when employees make genuine mistakes

Economy

HOW CAN WE BE MORE SUPPORTIVE OF PEOPLE IN THE SHIRE (FOCUSING ON ECONOMIC BENEFITS)?

- Ask Shire residents to advise Council how we could support them (businesses; youth; seniors etc) - Survey

- An employment strategy

- Housing affordability strategy

- Collective responses (cross-sectoral) + partnerships which support programs for business & social enterprise development *

- Greater network for support with private/public/community sector ***

- Impact investing/PPPS **

- Affordable housing & employment initiatives *

- More support for Indigenous enterprises *

- Is this a core service? Can we afford it? I don't think it is important role of Council (*not solely Council role but certainly have to support partner & facilitate)*

- Community gardens & playgrounds in every town, with Co-ops growing food, local community days celebrating their community

- Change rules & regulations to support money making ideas

- Not our role?

- Cross link to neighbouring Shires who might have more or different resources & programs

- Transport *

- Live near work opportunities

- Provide easy access for collecting container deposits so that those involved do not require motorised transport

- Tap into State/Federal funding grants to attract people to Shire *

- Encourage volunteering & provide insurance cover somehow? Cost? (this is provided within landcare to some extent)

- I think there are currently lots of events & free things to do. Perhaps we just need to communicate his better? (A brochure/website - FREE stuff)

- Diversification of local industry

- Encourage alternatives to money (as only mechanism for exchanging goods & services) in local area e.g. skill swap or time swap programs

- Support adequate supply of quality childcare services, this has a big impact on women in particular & the current under supply is major

- Byron Bay is second most popular tourist destination in NSW after Sydney (stat from "Ninecreative" consultants). How to breakdown political barriers to get more & support from State & Fed govt who benefit from the promotional aspects of our Shire?

- Less red-tape for small businesses & events. One event contact for the Shire

- Homeless accommodation & support

- Busking - entertainment

- Pay parking reduced. Free for out-of-Shire workers. Resident family discounts

- More infringement teams

- People? 1.Rich 2.Mid-income 3.Poor 4.Homeless

- $2 park & ride to CBD from Cavanabah

- Free motorbike parks in Byron & Wategos

- Free parking in Butler Street

- Stop charging people money to go to the beach

- Bed tax

- Provide free/cheap campground for motorhomes & vans i.e. Belongil or close to town

- Rail track

- Make housing available, policing of secondary dwelling use is poor. Airbnb has made the Shire unaffordable

- Rate payers should not pay for parking in their own Shire. Get the tourist to pay seeing they congest the town!!

- Open more industrial land for development

- Make it easier for businesses to start-up in the Shire therefor hiring locals or giving opportunities to locals *

- Expand other industries - not just tourism - focus on creative industry development (Incentives for manufacturers of appropriate products. Take emphasis off retail & hospitality) *

- Partnering & supporting social enterprise development *

WHICH BUSINESSES COULD THE COUNCIL ENGAGE WITH THAT WOULD BENEFIT THE COMMUNITY?

- Cultural/creative focused businesses reflecting the Byron balance between locals & tourism
- Sustainable businesses *
- Local events for locals *
- Non-profit e.g. Byron community centre, APEX etc
- Allowing community events without application/licensing fees if low impact (not just not-for-profit/charities) *
- This is low priority & away from core Council services **
- Businesses that offer greatest local employment opportunities for residents **
- Most impact is through sustainable procurement with demonstrated social/environmental outcomes *
- Support environment & sustainable business, bring business community along to fill unmet social need
- Support innovation *

- Use collective impact approaches for specific issues - it is not ALL up to Council to provide solutions, it requires a 'joined-up' approach with cross-sectional partners/consortiums/mou's e.g. economic development; social enterprise; housing & homelessness (wellbeing study will help form interest groups) - funding support at federal/State/private sector level *

- Health groups & Sporting clubs

- Make it easier (cheaper?) for young entrepreneurs to establish their business - which in turn keeps locals in the area *

- Less red tape & processes for community to do things - make things easier & more transparent

- Stronger chamber of commerce

- Enable Pop-Up opportunities on community land

- Provide access to info for existing businesses on how they can provide community benefits that in turn grow their business

- Have a whole-of-Council strategy about BSC (leading?) a local innovation agenda in partnership with community & business - resourcing this. (it aligns with our communities values & culture to have business with social & environmental benefits being supported to thrive) Martial Arts/Musicians etc

- Business mentoring program with dedicated Council Team Member *

- Set-up Foundation Fund to fund start-ups

- In a free market economy - is this really something Council should devote time/resources to?

Society and Culture

HOW CAN WE BE MORE SUPPORTIVE OF CONNECTING & INCLUDING PEOPLE IN THE SHIRE?

- Create "Buddy" system for old & young residents to support each other within the community

- Support of community groups

- Support of community events

- Work with community, not against. How can we make this happen?

- Web link to provide central hub of community/social events & contacts

- Not councils core role - *Oh please!!*

- Meaningful employment to retain locals/marginalised

- Make this a core function of Council. A key role of Council should be to support community connections & organisations. We are the only "group" in the Shire that have the legitimacy to make this happen

- Have child care centres at retirement facilities <mark>*** Yes!!</mark>

- Affordable housing/accommodation. Young families living with older people in large houses - symbiotic relationship

- Partnering with businesses in providing services to young/old for events/networking i.e. Byron Bay Surf Festival

- Treat young people with more respect & involve in developing policies & planning

- Build a skate park in Byron ***

- Lower entry levels to jobs so young people can join the workforce to learn off the old folks

- More bike tracks***

- On the street surveys & information on Byron Developments

- Develop programs that run in conjunction with high schools, so young people can have a say on Council issues/input

- Listen & learn off the old blokes - respect

- Create more jobs & people that want to do them. Open up more industrial land

- Volunteer assistance ; one-on-one

- Provide connection points

- Opportunities for pre & post event issue connection

- Follow-up - don't consider the contact a one-off touch point

- Transport options!!!

- Encourage & support volunteerism - volunteer registers & promotion of them

- Have an explicit focus on connection ie talk in that language

- Turn events into connection opportunities e.g. make Australia Day events @ neighbours connecting with each other

- New resident programs

- Recognition of community & volunteering orgs

- Program aimed at getting neighbourhoods to socialise/work together

- Encourage other groups to facilitate activities. Use of community halls - there is more scope for these kinds of activities. *

- Develop Contact's List - increase distribution of these services that provide support services

- Ensure green spaces are accessible & maintained year-round

- Provide some form of accommodation for homeless people

- The more events, clubs etc within the Shire, the more people will feel a sense of belonging to the area. People make the place what it is, so encourage more social events, meeting opportunities etc

- Having more spaces to "hang out". Spaces were people can gather and play games, like in Italy. Stainless steel table tennis tables near bbq areas. People will need to bring their own balls etc. By pedestrianizing areas in town, we can create safe areas for people to come together. I think it would be fantastic to (partly) close Johnson St (from Woolworths) for cars. Restaurants can have more outdoor seating space. Look at city centres in Holland for example. How about an outdoor theatre when people can perform, sing, dance etc. Maybe the YAC can be used by multiple users?

HOW DO WE SUPPORT HEALTH & WELLBEING FOR PEOPLE IN THE SHIRE?

- Accessibility - transport between towns in the Shire direct to H&W centres i.e. Cavanbah Centre (like a daily Mon-Fri "Health & Wellbeing bus" that does p/up & drop offs i.e. from Bruns to Cav or other centres. Perhaps part of government funding for elderly or people with disabilities where there are daily classes & cafe as meeting place for all in the community)

- Facilitate networks of common service orgs to collectively respond to local needs (ie promote collaboration)

- Not Council role * - *Really??*

- Create opportunities for passive & active recreation

- Advocate & support health services to deliver locally relevant programs & facilities

- Install permanent exercise equipment/gym in reserves & beach-front & create walking, running & cycling tracks (& maintain those already there!) (eg Gold Coast Council/Townsville) **************

- Define our focus through a Wellbeing study, indicators, programs - Develop community Wellbeing score-card

- Incorporate "Active Living" opportunities into the design of all new residential developments ***(include this in planning strategies e.g. Encourage walkability over cars: Adult play equipment &   not only kids' playgrounds)

- Hosting annual Health & Wellbeing events - open & available to all

- Make use of existing Council facilities such as sports fields, park reserves (creating an easier process for residents to access)

- Free Council exercise classes - weekday/weekend, eg Mums & Bubs

- Supply specialised launching facilities for small craft such as Kayaks at Brunswick Heads & OS, ensure can be used by people with disabilities

- Promote public stewardship of parks & bush remnants by providing training & support (Andy)

- Get neighbourhoods working together better

- Engage someone to promote & run groups for the community ie Frisbee comps, Pet days/walking dogs, TaiChi in the park

- Increase opportunities for park & foreshore licenses

- Cross promote State & Federal Health & Wellbeing services

- Empower local groups or external organisations to apply & access grant funding

- Public Transport - to access health programs, appointments; for general health & wellbeing; socialising ***

- Youth programs focusing on Health & wellbeing, mental, physical, sexual

- Advocacy for better service access

- Include the public in the Health & Wellbeing initiatives which go on internally i.e. Movember

- Council to host more Health & Wellbeing programs e.g. Nippers carnivals, Fun runs, Marathons, Regional 'Rep' level e.g. Netball, Soccer

- Better bike lanes & cycle tracks & walking tracks (many places there is no footpath) ***

- Improved amenities for outside staff

- Skin cancer checks *

- Set correct & achievable goals - giving good mental health

- Affordable/free mental health consultation

- Park & ride to CBD, then walk back

HOW CANWE HELP CREATE A SAFER COMMUNITY WITHIN THE SHIRE?

- More CCTV in known hot-spots (Cheeky Monkey area)

- Implement safer community compact

- Work with local schools - anti-drugs campaign *

- Work with local police to produce a safer Byron campaign

- Lockers on beach - social enterprise opportunity

- Pop-up cloakrooms - more user friendly

- Continued relationships with police & licensed venues

- Compliance of illegal activities e.g. camping

- Vision - green, activated spaces with opportunity for informal social connection while supporting vibrant & inclusive & responsible business *

- Help to re-connect the community with one another. Foster opportunities for communities to connect, whether it be through subdivision/housing design controls or programs that Council can help to support *

- Fix unsafe infrastructure - poor condition roads & footpaths etc

- Safety for our homeless

- Place making for disabled/accessibility e.g. footpaths

- "Designing out crime" NSW Justice department

- Dementia design communities (Wollongong Council)

- An integrated response to domestic violence (through relevant agencies) & a safe place

- Deal with youth boredom - better skate parks *

- Public transport for rural communities

- Heavier fines for texting drivers

- Audit pedestrian lighting on secondary streets in Byron town centre & improve *

- Designated safe meeting point

- Affordable housing

- Graffiti removed, esp Nth end of Shire

- Informal sessions in schools

- Better public transport - late at night, young people, no more hitching needed & make more affordable ***

- Need a dedicated group of people to work with on this topic - community members that care & can link in with other community groups - form a network

- Widen roads

- Lots of $$ for place-making & public art. Looking for innovation & activation of spaces - particularly at night - encourage more late Al Fresco dining

- Inclusive social cohesion strategies so that people actively care for one another e.g. bystander effect natural surveillance of property etc

- Where CCTV provided - operation staff must be provided to ensure functional - funding/resources

- NYE Family in Byron Bay has been great success for safety - families dominating & "unsafe" people not attracted

- Lots of lockers & portable lockers - backpackers, homeless, beach visitors (not just Byron) - for use at community & other events (Council could hire them out?)

- Education - tourists! & schools

- Program of community guardianship training - what safe to intervene in - key phrases to use when observing behaviours such as littering, drinking, other anti-social behaviour, sticking up posters etc

- Pedestrianise town centres

- Relax the banning of herbicides as they are needed to create visibility at certain locations eg guardrails

- More bike & walking tracks *

- Move the homeless on

- More security or police patrols to reduce the alcoholics in the park

- Remove Jetpatcher from service to reduce loose gravel from roads

- Shark spotters!!

- Redefine our culture; lead from the top down; more shared zones 10k/hr in the Shire; more high pedestrian zones 40k/hr; easy to use safety checklists for activities to ensure compliance; snr managers to do safety inspections & talk to the crews

HOW DO WE BETTER ENGAGE WITH COMMUNITY IN A REAL & MEANINGFUL WAY?

- Update internet services to allow all applications on-line

- Improve & expand social media presence & strategies (major organisations add content hourly)*****

- Bite-sized info, click bait (e.g. she put the coconut in the recycling bin, you'll never guess what happened next … (Council memes!)

- Love a good meme but important we raise the bar & not just appeal to the lowest common denominator - serious issues require a serious response

- What does the community want to know? - Sector based free Council workshops allow for improved engagement/education eg workshop on "how to submit your DA" or "start a community garden"

- Create an Application (eg Phone) that allows for real-time updates on Council/projects as well as referendum-type issues requiring a timely response

- Adopt an engagement framework/charter to ensure a consistent & relevant approach is implemented (age appropriate forums & strategies)

- Improve customer service across all departments

- Conduct pre-planning & intended outcomes/options identified prior to commencing engagement

- Create opportunities for residents to speak to Council depts Face to Face **

- Clear messages & unified voice ie staff, management etc

- Allocate staff to meet directly with residents/rate-payers - bring back appointment bookings *

- Educate the community about how Council functions - regularly reporting impact

- Value engagement & hire a Community Engagement Officer (staff currently trying to engage without the skills or time - so good engagement opportunities often missed)

- Improve website - currently difficult to navigate & find things (design out of date) *****

- Web GIS answers a lot of questions with minimal effort once loaded - data layers are already available.

- Give customer access to some GIS/mapping functions on-line *

- Community wellbeing study & engagement

- Locally based Community Guidance Groups - reps from the community who are taken along the decision making process & help guide decisions-Revolving yearly membership *

- Community think tank

- Council Festival highlighting how community & council can work together. Music, food, entertainment - public celebrations like to Electric vehicle

- We have come a long way with IAP2 training - Bang the table, e-news

- Local groups having access to funds (Jim Diers approach)

- Open Day at The Chambers twice a year? Book a cuppa with your area of interest/workshop plans?

- Prioritise internal sharing of information, don't keep within departments

- Communicating better about what we do as a regular part of our work

- Live stream council meetings on-line

- Let them know we are here to help, not hinder

- Council webpage promoting the activities of bush region & parks teams

- More opportunities for public to voice concerns or ideas (Survey Monkey, Facebook)

- Regular open discussion with the community - Open Forum

- Market stalls & Pop up shops for public feedback

- On-line surveys on Council website

- TV & media

- Define the communities in the Shire , then work out the best way to communicate with them - consultation is not a tick-box

- Learn from our mistakes (like Byron Bypass)

- Sustainable communities is the goal

- Engage with the stakeholders & don't just flood everyone with info

- Listen to the community - not just one person

- Get young people involved through the schools

- Be more open & use Council staff to get information ou

Community Infrastructure

HOW CAN WE RENEW, MAINTAIN & PRIORITISE EXISTING INFRASTRUCTURE?

- Give assets a MUCH higher profile & priority ***

- Operationalising assets through business planning & programming for community use

- Plan/scope new & whole-of-life costs of infrastructure before construction/council considering or building ****

- Prioritise based on high risk, poor condition asserts requiring renewal BEFORE new capitol ********

- Contract services out - footpath renewal @ competitive prices

- Long term capitol works plans with 10 years scope of works/projects *

- Respond to community feedback on prioritising of works *

- Devote more of funds to fixing roads & bridges *****

- Acknowledge customer requests & advise action where possible (customer requests linked to assets)

- Develop a comprehensive asset mgt system (& database) that helps automate key elements of the maintenance/renewal process

- Council should not be fearful of taking on debt - we have HUGE regional growth which will require funding key community infrastructure = sustainability **

- Consult community on privatisation process *

- Higher budget for staffing resources for Open Spaces *

- Relate urban park infrastructure to demographic of immediate locale *

- Continuously restore/educate

- Keep as a key Council focus

- Harness community groups & create stronger community ownership/pride (volunteerism) - especially for the small stuff *

- Share resources with regional partners

- Adopt an Asset Management Plan & stick to it!

- Educate community about what is required in terms of cost to have infrastructure they need/want

- Funding & resources support. Build relationships with higher levels of gvmt that transcends politics. Byron brand is globally recognised; Aust & NSW benefit, but local communities largely foot the bill. Tourists already complaining about state/lack of infrastructure (not just locals)

- Bed Tax

- Pay parking to fund infrastructure

- Build more housing

- Leave the beachfront a carpark

- Build more bike tracks****

- Develop teams within Council that can do contractors jobs e.g. pipe-laying/concrete builders. The skills are here!

- Increased funds for rural roads - especially in rainforest areas as we can't use Round-up

- Stop relying on flood damage funding from State/Federal for maintenance

- Listen to advice from older workers with knowledge on what happens where (drainage etc)

- Stop wasting resources on projects thought up on a whim, stick to planned works instead!

- Listen to the public & not individuals with an agenda

- Stop fighting developers & allow high-rise development on the foreshore

- Build more fee-free carparks

- Become a maintenance council instead of a complaints council

- Put all markets at Cavanabah centre to reduce congestion in town

- Implement a public toilet maintenance, renewal and replacement program over a number of years.

Appendices

Appendix 1

Internal Review of the Community Strategic Plan (CSP) 2022

Introduction:

As you are aware we are currently undertaking an internal review of the Community Strategic Plan. We have decided to build on the work that you all did on the review of the CSP that led to the 2016 End of Term Report. We are asking that each team will review the CSP in light of the end of term report and firstly answer questions 1 and 2 in detail, which are about completion or minor revisions of the current strategies. We will also ask you to brainstorm questions 3 and 4 and offer some brief suggestions at this point. We will then be teasing out these last 2 questions in several short workshops that we will be running across the organisation in February to involve as many staff as possible in the review and future development of our CSP.

Resources you will need:

- CSP
- End of Term Report
- This review tool

BSC team/area:

Corporate Management

CSP Plan Number	Descriptor	Q1. Has this been completed and can be removed from the Plan?	Q2. Please complete this column with your suggestions in detail. What is still relevant and should be kept as is or slightly modified?	Q3. Please offer some brief suggestions that will be further explored in our workshops. What are the gaps and what actions need to be developed in relation to those gaps?	Q4. Please offer some brief suggestions that will be further explored in our workshops. Are there better ways we can talk about the strategies being more outcome focused?

Economy

CSP Plan Number	Descriptor	Q1. Has this been completed and can be removed from the Plan?	Q2. Please complete this column with your suggestions in detail. What is still relevant and should be kept as is or slightly modified?	Q3. Please offer some brief suggestions that will be further explored in our workshops. What are the gaps and what actions need to be developed in relation to those gaps?	Q4. Please offer some brief suggestions that will be further explored in our workshops. Are there better ways we can talk about the strategies being more outcome focused?

Society and Culture

CSP Plan Number	Descriptor	Q1. Has this been completed and can be removed from the Plan?	Q2. Please complete this column with your suggestions in detail. What is still relevant and should be kept as is or slightly modified?	Q3. Please offer some brief suggestions that will be further explored in our workshops. What are the gaps and what actions need to be developed in relation to those gaps?	Q4. Please offer some brief suggestions that will be further explored in our workshops. Are there better ways we can talk about the strategies being more outcome focused?

Environment

CSP Plan Number	Descriptor	Q1. Has this been completed and can be removed from the Plan?	Q2. Please complete this column with your suggestions in detail. What is still relevant and should be kept as is or slightly modified?	Q3. Please offer some brief suggestions that will be further explored in our workshops. What are the gaps and what actions need to be developed in relation to those gaps?	Q4. Please offer some brief suggestions that will be further explored in our workshops. Are there better ways we can talk about the strategies being more outcome focused?

Community Infrastructure

CSP Plan Number	Descriptor	Q1. Has this been completed and can be removed from the Plan?	Q2. Please complete this column with your suggestions in detail. What is still relevant and should be kept as is or slightly modified?	Q3. Please offer some brief suggestions that will be further explored in our workshops. What are the gaps and what actions need to be developed in relation to those gaps?	Q4. Please offer some brief suggestions that will be further explored in our workshops. Are there better ways we can talk about the strategies being more outcome focused?

Appendix 2

CSP THEME e.g. SOCIETY AND CULTURE: Resilient, creative and active communities with a strong sense of local identity and place (1 statement for each theme, from current CSP)

CSP HEADING e.g. Support communities to achieve equitable access to an appropriate range and level of whole of life services such as healthcare, education and housing (material from current CSP)

Strategy e.g.   Provide accessible facilities that support leisure, learning and recreation for people of all ages. (from Current CSP - our aim would be to revise the strategies moving forward and place them here and develop them to be more outcome focused, which would remove the need for both a strategy and an outcomes column in the plan.)

Operational Plan				
Service/responsible	**Additional CSP areas**	**Deliverable (Action)**	**When**	**Measure/outcome**
This would detail the BSC area/team/division - could be broken right down to operational area as currently defined in our OP eg Childrens Services, Public Libraries, Quarries, Asset Management Planning (removes ambiguity)	Would identify which themes are also addressed/responsible (could be numerical cross-referencing, colour-coding essential)	This would detail the actions that would need to be undertaken to achieve the strategy and strategy outcomes	This would detail the timeframes, could articulate multi year options, and, depending on level of details, would be building the Operational Plan Yr 1 | Yr2 | Yr3 | Yr4	This would be where we link the outcome or output focus of the strategy to how we would measure/evaluate e.g. in relation to the current CSP strategy above this might look like x% increase of shire residents are accessing facilities (output) and of these x% report that they their connectedness to community and overall

				feeling of well being has improved (outcome) [this is a bit hard in the context of retro fitting wellbeing or other outcomes to this strategy] We need to consider how we observe and gather feedback on difference made to individuals, communities, systems and structures as a result of the actions – short, medium and long term.

INSTRUCTIONS FOR COMPLETING DELIVERY PROGRAM ACTIONS
AND OPERATIONAL PLAN ACTIVITIES

- Do not change these items. They've been inserted for you and are from our CSP
- Any CSP theme can be relevant to any Operational area of Council. Don't limit yourself to the theme that sounds closest in name to your directorate

OUR 10 year PLAN

CORPORATE MANAGEMENT   Effective leadership and ethical and accountable decision making

Objective CM1   Effective governance, business, project and financial management

Strategy CM1.1   Improve the transparency, effectiveness and accountability of Council.

DELIVERY PROGRAM 2017-2021						OPERATIONAL PLAN 2017-2018 (YEAR 1)		
Action		**Additional CSP theme**	**Year**				**Activity**	**Responsibility**	**Measure**
			1	2	3	4			
CM1.1.1	- Identify here what is to be actioned for this 10 year strategy over the next four years. There may be one or multiple actions. - Do not make the action(s) prescriptive eg allow room for responsiveness to changing circumstances. - For 2017 base your actions loosely on this strategy. CSP Strategies will be updated in a full CSP review in 2017/2018 to more closely match your actions.	If necessary, identify any other relevant CSP theme eg Economy	✔	✔			- Identify in this column Activities that will take place in 2017-2018 to meet year 1 goals of the related Action. - One Activity per cell in this column. - Activities do not need to be too specific ie you can allow for responsiveness to changing circumstances	Which operational area is responsible for this activity eg Community Development or Quarries	The measure is to be SMART ie Specific, Measurable, Attainable, Realistic and Timely eg Increase current number of 10,000 hits on Council web and social media sites

Number individual actions:
- First 2 letters based on Theme eg CM or IS
- first 2 numbers based on Strategy eg 1.1
- Add 3rd number running consecutively.

- Place a tick in each year that there will be any activity for this Action, if known.
- All Actions in this template will have a tick in Year 1 for activity taking place in 2017-2018.
- If there is also a tick in Years 2, 3 or 4 (ie for 2018/19, 2019/20, 2020/21), you will not be listing any Activity for those years in the Operational Plan 2017-2018

See next page for a sample

Appendix 3

Monitoring and Evaluation

Monitoring

- **Process Monitoring:**

  - ➢ Systematically observing and recording activities that take place to track progress in meeting aims and objectives
  - ➢ Following policies, procedures, meeting quality standards etc

- **Outputs:**

  - ➢ Tracking and counting how much of something is delivered.

- **Outcome and Impact:**

  - ➢ Systematically observing, gathering feedback, that seeks to find out the difference made individuals, communities, systems and structures as a result of activities – short, medium and long-term

Evaluation

- **Analysis of data collected to establish:**

- ➢ Efficiency – were resources used well e.g. value for money, social capital, preventative value?
- ➢ Effectiveness – did the way the service was delivered achieve the vision, values and outcomes?
- ➢ Lessons learnt for improvement and development
- ➢ Difference made FOR individuals, communities, systems and structures
- ➢ Is the difference made sustainable?

Courtesy of our UK partners, JB Eventus.

Link to animation -

Appendix 4 (available as a separate document)