

Outcomes Measurement Framework



BYRON
SHIRE
COUNCIL

Prepared in partnership with the
Centre for Social Impact UNSW



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.



Centre for Social Impact

The Centre for Social Impact (CSI) is a national research and education centre dedicated to catalysing social change for a better world. CSI is built on the foundation of four of Australia's leading universities: UNSW Sydney, The University of Western Australia, Swinburne University of Technology, and Flinders University. Our **research** develops and brings together knowledge to understand current social challenges and opportunities; our postgraduate and undergraduate **education** develops social impact leaders; and we aim to **catalyse change** by drawing on these foundations and translating knowledge, creating leaders, developing usable resources, and reaching across traditional divides to facilitate collaborations.

Context

The project was initiated to develop a robust performance measurement framework that can be used to measure and evaluate success and priorities for Council between 2022-26. The framework is to measure Council's effectiveness in bringing about positive change and its delivery of the desired outcomes identified by the community, in the Community Strategic Plan.

Integrated Planning & Reporting Framework

10 Year Community Strategic Plan

Leading the Council’s planning hierarchy, the Community Strategic Plan (CSP) captures the community’s vision, aspirations, and expectations for the future. It identifies key social, economic, and environmental priorities and long-term strategies to achieve these goals over the next 10 years.

It is important to develop an assessment system that tests the quadruple bottom line – social, environment, economic and civic leadership.



4 Year Delivery Program

The delivery program translates the CSP goals into actions. It is Council’s commitment to the community, outlining what it intends to do toward achieving the longer-term goals of the CSP during its term of office. All plans, projects, activities and funding allocations must be directly linked to the four-year delivery program.

At Delivery Program level, the focus is on outcomes and the effectiveness of Council actions on influencing social progress. In this regard it is important to spell out exactly what Council hopes to achieve by implementing the Program and how it aligns with the CSP. Measurement and reporting is guided by the following questions:

- What are the anticipated results?
- What change do we want to see?
- How will we know we’ve arrived at our goal?

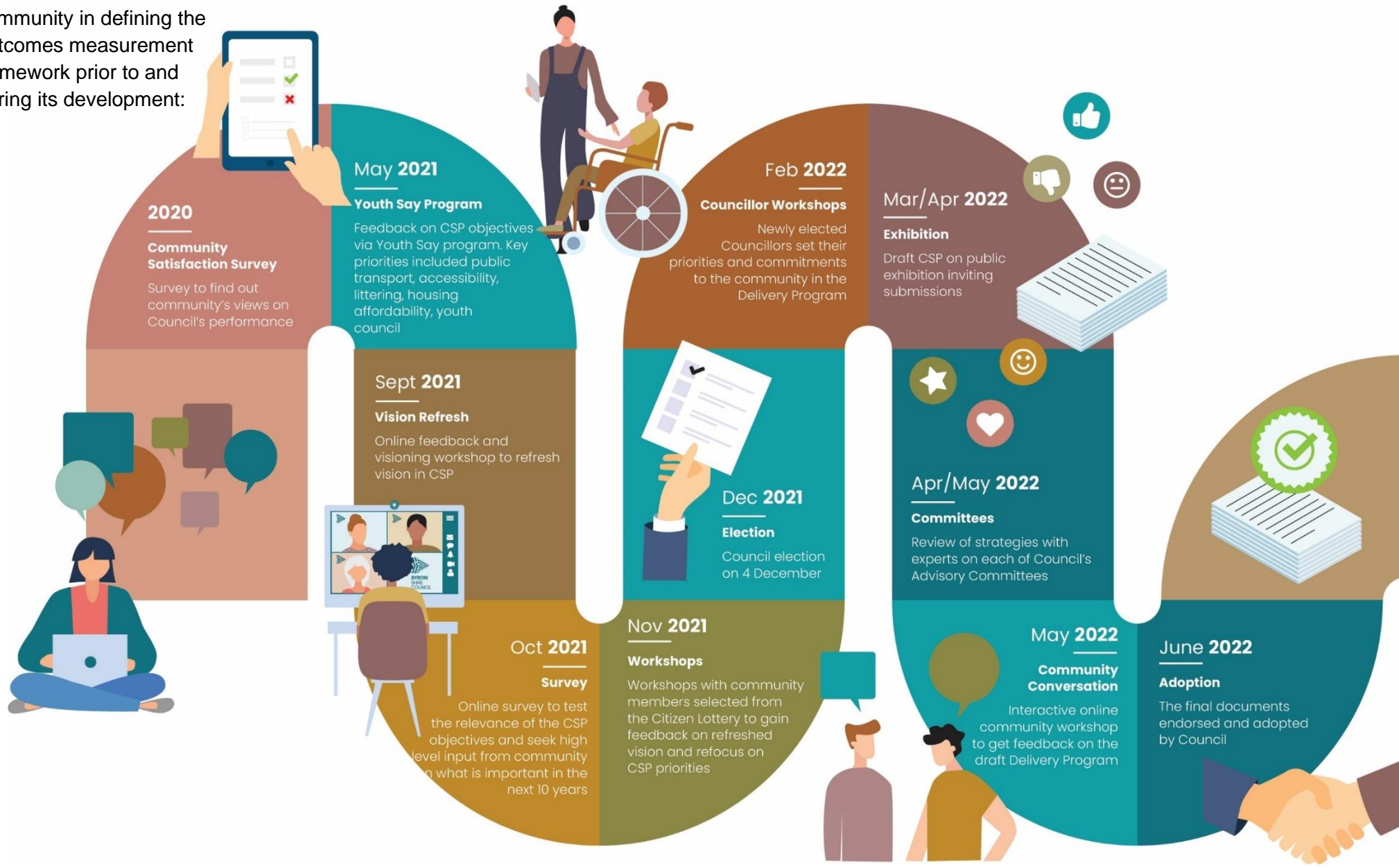
Annual Operational Plan

The Delivery Program is supported by an annual Operational Plan which details the individual projects and activities that will be undertaken each year to achieve the commitments of the Delivery Program.

Through its Operational Plan reporting, Council measures the outputs of the activities being delivered for the community.

Community Engagement Process

Council involved the community in defining the outcomes measurement framework prior to and during its development:



Outcomes Measurement

The Social Progress Imperative define social progress as:

“the capacity of a society to meet the basic human needs of its citizens, establish the building blocks that allow citizens and communities to enhance and sustain the quality of their lives, and create the conditions for all individuals to reach their full potential”

This is closely aligned to the Byron Shire Vision:



“Byron Shire is a ‘meeting place’: where people can come together to connect, share, grow, inspire, and create positive change.”

The outcomes measurement framework is constructed against the CSP and Delivery Program actions. The indicators are aligned to the CSP and are complementary to each other, creating a narrative through which we can measure and monitor the Byron Shire’s social progress journey.

This also supports Council in communicating progress against community-identified priorities at the end of their Term and demonstrates how the Byron Shire is progressing towards its vision.

There are inherent challenges in measuring and reporting on social progress outcomes, particularly at a small local scale. There is no single perfect way for any council to measure the interlinked set of locally shaped actors that influence social progress. Councils are just one part of a system of communities and governments that each contribute to and influence social progress.

To help address some of these challenges, the outcomes measurement framework has been inspired and influenced by two globally recognised tools:

- The United Nations Sustainable Development Goals
- Social Progress Index

The Social Progress Index uses social and environmental indicators to focus on measurement of everyday life outcomes for people. The initial expectation of the project was to construct an outcomes framework for Council that was aligned with the Social Progress Index framework. The SPI provides ‘universally important questions’ that focus on the outcomes of jurisdictional policies and programs and how it results in better outcomes for communities. This approach of asking questions which the outcomes framework seeks to measure and answer was used to support the outcomes included and interpretation of the outcomes framework.

Sustainable Development Goals

In September 2015, Australia was one of 193 countries, to commit to the Sustainable Development Goals (SDGs). These goals were developed by the United Nations to provide a global roadmap for all countries to work toward a better world for current and future generations. Implementation of the Goals at a local level can enhance services to meet the needs of local communities, as well as understand the contribution towards a much broader global agenda.



The SDGs have informed Council’s Community Strategic Plan and outcome measurement framework to ensure Council delivers outcomes that balance social, economic, and environmental sustainability.

CSP Alignment with SDGs

Effective Leadership



Inclusive Community



Nurtured Environment



Ethical Growth



Connected Infrastructure



Understanding priorities

The progress indicators bring together data from a wide range of sources to track progress over time.

As part of understanding Council's measurement activities and available sources of data for the outcomes framework, an initial review was conducted on Council's standard reporting requirements and data availability. This included:

- A stocktake of recent and current data collection and reporting mechanisms used by Council
- Outcomes reported by Council were aligned against the Social Progress Index (SPI) and Sustainable Development Goals (SDG) frameworks
- Outcomes were operationalised and gaps in measurement were identified

Secondary data identification

Drawing on outcomes and data sources identified, secondary data sources that could be aligned with the revised Community Strategic Plan and the Delivery Program were identified. Indicators and their data sources needed to be available at the Byron Shire Local Government Area (LGA) granularity, and to represent the outcomes of the Delivery Program (or use reasonable proxy outputs such as number of website visits as an indicator of engagement).

Continuous improvement

The indicators identified in the Outcomes Measurement Framework are a starting point. They will evolve over time with experience from use and with increasing availability of local data. Indicators that are currently being collected by other means (e.g., Regional Wellbeing Survey) were identified as part of the scoping process and assessed for their applicability to the Byron Shire context and their ability to demonstrate growth or change against the Community Strategic Plan.

Indicator Framework

There are indicators for each of the five Community Objectives of the Byron Shire Community Strategic Plan 2032. The progress indicators support Council to report on progress toward the Community Strategic Plan Objectives and Delivery Program priorities using sound measurement and reliable data. This enables Council to measure the impact of its actions on the Byron Shire community and demonstrates our commitment to implementing actions that achieve social progress and contribute to the Sustainable Development Goals.

To support community engagement and shared understandings of the outcomes, an ‘indicator narrative’ was drafted for each of the Delivery Program actions. The narrative links the action to the broader CSP objectives and strategies, and how the indicator can be used to understand program success.

Components and definitions

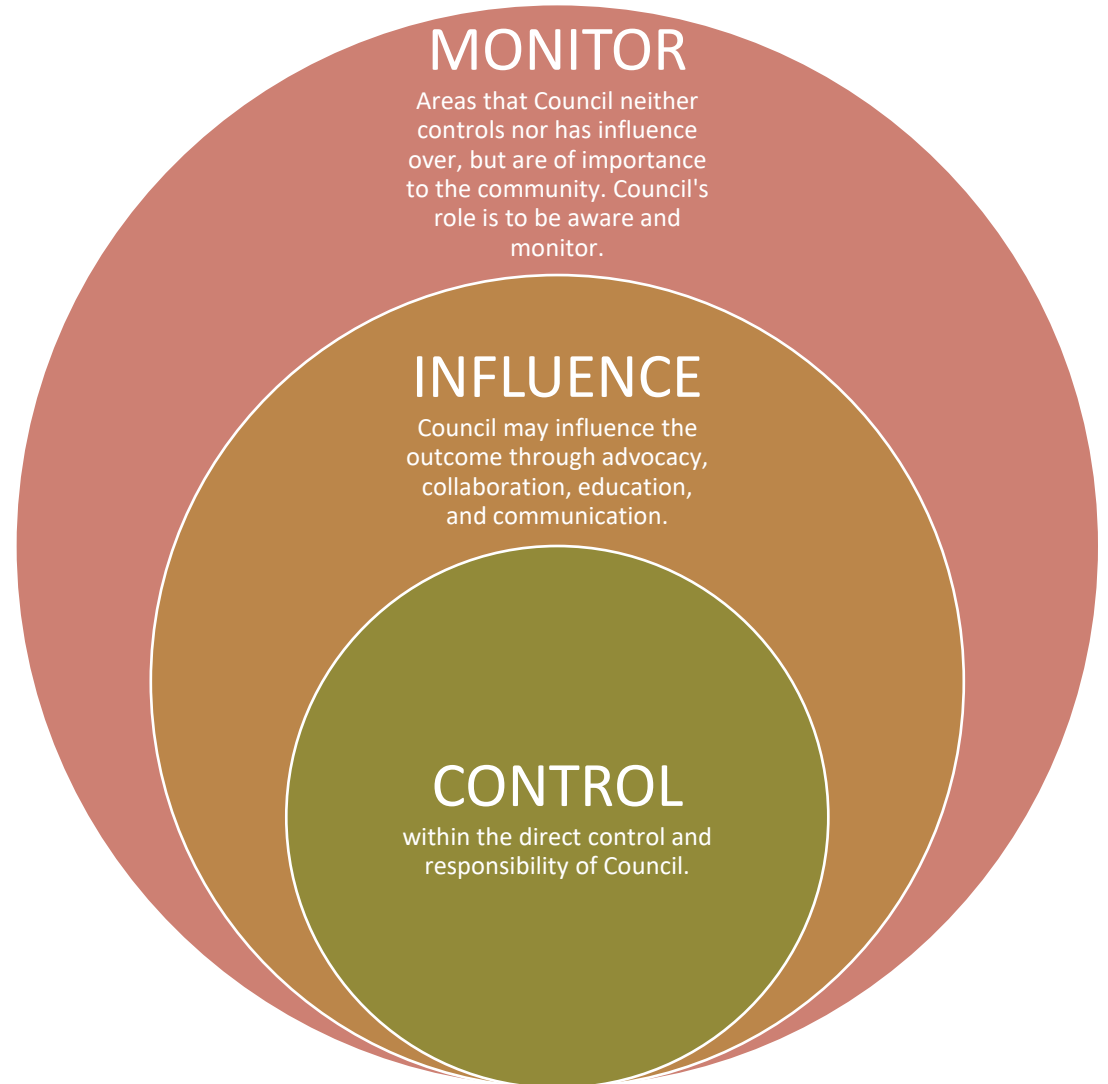
DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target
Refers to the Delivery Program priority the indicator is seeking to measure	Selected data point used to indicate whether the delivery program priorities have been realised	Description of the indicator and how it is measured	Describes how the indicator can be used to understand whether the Council’s delivery program is meaningfully contributing the broader community strategic plan	Level of responsibility: control, influence, or monitor.	Where the data comes from Publicly available data is used as much as possible	How often the data is updated and reported on	The most recent measurement at or before the beginning of the Delivery Program period (July 2022).	The desired trend or specific ‘ideal outcome’ ↓ Indicator decreases over the Council term ↑ Indicator increases over the Council term ✓ Indicator target is reached over the Council term or remains stable

NB. Where Community Survey is used as an indicator, satisfaction is measured on a 1-5 scale (where 1=not at all satisfied, 5=very satisfied), and reported as an average of scores.

Responsibility

There is a shared responsibility in the Community Strategic Plan, while council has a custodial role in initiating, preparing and maintaining the CSP on behalf of the Byron Shire, it is not wholly responsible for its implementation. Other stakeholders such as the State and Federal Governments, community groups and organisations, businesses, and individuals all play an integral role in achieving the community objectives.

Council will monitor the overall progress of each performance indicator and publish these results to inform evidence-based decision making and planning. The Outcomes Measurement Framework uses Covey's (1989) *Circle of Influence and Control* framework to convey Council's different levels of responsibility: control, influence, and monitor.









Effective Leadership





We have effective decision making and community leadership that is open and informed

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
1.1.1	Code of Conduct Complaints	Number of finalised code of conduct complaints where there was found to be a breach	Breaches of the Code of Conduct erode community confidence in council. Reporting on Code breaches is an important part of maintaining transparency with the community.	Control	Council data	Annual	0 (FY22)	0	
1.1.1	Diversity of elected representatives	% of female councillors; % of Indigenous councillors; % of NESB councillors; % of elected age <30 councillors; % of elected age >60 councillors	These are important indicators of diversity in leadership and representation of diverse views in our community.	Control	Office of Local Government Survey of Councillors and Candidates	Term	Data not yet available	✓ or ↑	



Outcomes Measurement Framework

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
1.1.2	Completion of Audit Plan	Proportion of Audit plans completed in specified timeframe	Communicating the number of audit plans helps community know and trust the processes for accountability and behaviour in the council	Control	Byron Shire Council Audit Plan	Quarterly	4 (FY22)	✓	
1.1.2	Completion of report actions (from Audit plans)	Proportion of recommended Audit plan and report actions completed in specified timeframe	Communicating the number of report actions completed helps community know and trust the processes for accountability and behaviour in the council	Control	Byron Shire Council Audit Plan	Quarterly	Based on the number of audit actions in the period.	✓	
1.2.1	Satisfaction with community consultation/ engagement	Residents' level of satisfaction with community consultation/ engagement	Indicates how happy community are with the way they are consulted or engaged by Council	Control	Community Survey	Biennial	3.06 (2020)	✓	
1.2.1	Satisfaction with opportunities to participate in	Residents' level of satisfaction with opportunities to	Indicates how happy community are with the opportunities they	Control	Community Survey	Biennial	2.86 (2020)	↑	




Outcomes Measurement Framework

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
	Council decision making	participate in Council decision making	have to participate in Council decision making						
1.2.2	Digital platform engagement – Byron Shire website	Number of visits to Byron Shire Council website	Demonstrates that community are seeking and obtaining information about the Council	Control	Website analytics	Quarterly	257,569 (FY22Q1)	✓	
1.2.2	Digital platform engagement Your Say Byron Shire	Number of visits to Your Say Byron Shire platform	Utilising 'Your Say' demonstrates that community are seeking opportunities to have input into council decision making and engagement programs	Control	Website analytics	Quarterly	8,657 (FY22Q1)	✓	
1.2.3	Customer service satisfaction rating	Residents' level of satisfaction with the way their contact with Council was handled	Indicates that community is satisfied with the customer experiences delivered by Council	Control	Community Survey	Biennial	3.52 (2020)	↑	
1.3.1	Operating performance ratio*	Calculated by total continuing operating revenue (excluding	Tells the community whether Council is	Control	Financial Statement	Annual	-5.41% (FY22)	>0%	










Outcomes Measurement Framework

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
		capital grants and contributions, gain on sale of assets and joint ventures), less operating expenses (excluding loss on sale of assets and joint ventures) divided by total continuing operating revenue (excluding capital grants and contributions, gain on sale of assets and joint ventures). Benchmark is 0% or greater.	operating with a surplus (above 0%) or a deficit (below 0%).						
1.3.1	Unrestricted current ratio*	Calculated by current assets less all external restrictions divided by current liabilities less specific purpose liabilities. Benchmark is greater than 1.5.	Indicates Council's ability to pay short term obligations as they fall due.	Control	Financial Statement	Annual	3.52x (FY22)	>1.5x	
1.3.1	Debt service cover ratio*	Measures the availability of operating cash to service debt including	Indicates Council's ability to pay its debts	Control	Financial Statement	Annual	2.44x (FY22)	>2x	






Outcomes Measurement Framework

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
		interest, principal and lease payments. Benchmark greater than 2.							
1.3.1	Rates and annual changes outstanding percentage*	Calculated by rates and annual charges outstanding divided by rates and annual charges collectible.	Indicates the impact of uncollected rates and annual charges on liquidity and the adequacy of recovery efforts.	Control	Financial Statement	Annual	9.6% (FY22)	<10%	
	Cash expenses cover ratio per annum*	This liquidity ratio indicates the number of months a council can continue paying for its immediate expenses without additional cash flow. Benchmark is greater than 3 months.	Indicates the number of months council can continue paying for its immediate expenses without additional cash flow.	Control	Financial Statement	Annual	8.89 months (FY22)	>3 months	
1.3.2	Own Source Revenue*	This benchmark measures the total operating revenue received by council compared to the total operating revenue (including capital grants and contributions).	Indicates fiscal flexibility.	Control	Annual Financial Statement	Annual	65.79% (FY22)	>60%	

Outcomes Measurement Framework

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
1.3.3	Asset maintenance Ratio*	Compares actual versus required annual maintenance.	Indicates whether enough funds are being invested to stop the infrastructure backlog from growing.	Control	Financial Statements	Annual	78.53%	>100%	
1.4.2	Resident satisfaction with overall performance	Resident satisfaction with the performance of Council over the past 12 months	Indicates alignment of services provided by Council with community needs and expectations.	Control	Community Survey	Biennial	3.09 (2022)	✓	 
1.4.4	Motivation and satisfaction scores	Organisational Culture Inventory (OCI) motivation and satisfaction scores	Motivation and satisfaction are two of many levers that influence organisational culture and effectiveness.	Control	Culture Survey Organisation Effectiveness Scores	Approximately 3 yearly	Motivation 3.89 Satisfaction 3.93 (2021)	↑	  
1.4.4	Workforce safety	Lost time injury rates	People working for Council should feel safe and cared for while at work.	Control	Council data	Annual	36 days per 100 employees (FY21)	↓	  

Outcomes Measurement Framework

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
1.5.1	Community grant supports	Value of grants and subsidies awarded by Council	Financial support from Council strengthens community organisations and social cohesion	Control	Council data	Annual	\$590,823.66 (FY22)	✓	  
1.5.4	Satisfaction with support for volunteers	Residents' level of satisfaction with support for volunteers	Indicates how happy community is with the support Council is providing for volunteering opportunities	Control	Community Survey	Biennial	3.49 (2020)	↑	 







Inclusive community








We have an inclusive and active community where diversity is embraced, and everyone is valued.

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
2.1.1	Satisfaction with public art	Residents' level of satisfaction with public art	Indicates satisfaction with artistic expression in the Shire	Influence	Community Survey	Biennial	2.90 (2020)	↑	
2.1.3	Satisfaction with festival and event management	Residents' level of satisfaction with festival and event management	Indicates how happy community are with festivals and events in the Shire.	Influence	Community Survey	Biennial	3.32 (2020)	↑	
2.2.1	Crime rates (against person)	Domestic violence related assault per 100K population	Reflects the ultimate outcomes of public safety initiatives	Monitor	<u>NSW Bureau of Crime Statistics and Research (BOCSAR)</u>	Annual	357.8 (2021)	↓	
2.2.1	Crime rates (against person)	Non-domestic violence related assault per 100K population	Reflects the ultimate outcomes of public safety initiatives	Monitor	<u>NSW Bureau of Crime Statistics and Research (BOCSAR)</u>	Annual	556.3 (2021)	↓	






Outcomes Measurement Framework

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
2.2.1	Crime rates (against property)	Malicious damage to property per 100K population	Reflects the ultimate outcomes of public safety initiatives	Monitor	NSW Bureau of Crime Statistics and Research (BOCSAR)	Annual	858.2 (2021)	↓	
2.2.2	Satisfaction with public health and safety management program	Residents' level of satisfaction with public health and safety management	Indicates satisfaction with the range of Council public health and safety programs, for example food and building safety.	Influence	Community Survey	Biennial	New question to be added to the next Community Survey.	Target to be specified once baseline is established	
2.2.4	Satisfaction with companion animal management	Residents' level of satisfaction with companion animal management	Indicates if Council is striking the right balance between community benefits provided by companion animals, animal welfare and environmental impacts.	Influence	Community Survey	Biennial	New question to be added to the next Community Survey.	Target to be specified once baseline is established	 








Outcomes Measurement Framework

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
2.4.1	Satisfaction with libraries	Residents' level of satisfaction with libraries	Indicates whether library services are meeting community needs and expectations.	Influence	Community Survey	Biennial	4.18 (2020)	✓	
2.4.1	Library circulation	Library circulation per capita	Demonstrates the level of use of library services in the Shire.	Influence	<u>NSW Public Libraries Statistical Return</u>	Annual	9.92 (2020/21)	✓	
2.4.2	Youth population	% of population who are 15-24 years and younger	Youth are a critical demographic for the community.	Influence	Australian Bureau of Statistics Census Data	5 years	8.8% (2021)	✓	  
2.4.2	Children developmentally on track	Children developmentally on track across all 5 AEDC domains	Indicates levels of access to appropriate education and opportunities.	Influence	<u>Australian Education and Development Census (AEDC)</u>	Every 3 years	Physical – 85.9 Social – 87.5 Emotional – 84.0 Language – 91.1 Communication – 92.9 (2021)	✓	
2.4.3	Satisfaction with early childhood	Residents' level of satisfaction	Indicates how happy community is	Control	Community Survey	Biennial	3.72 (2020)	↑	

Outcomes Measurement Framework

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
	education and care services	with childcare services	with the availability and quality of childcare services in the Shire.						
2.4.3	Children enrolled in preschool	Proportion of children aged 4-5 enrolled in a preschool or other preschool program	Indicates availability and engagement with early education opportunities.	Influence	<u>ABS - National Early Childhood Education and Care Collection</u>	Annual	55.85% (2021)	✓	
2.4.5	Young people in employment, education or training	% of population aged 15-24 who are in any combination of employment, education and training (partially or fully engaged)	Indicates availability and engagement with education or work opportunities.	Influence	ABS - Education and Work Survey	Annual	56.8% fully engaged 22.3% partially engaged 10.2% disengaged 10.8% not stated (2021)	✓	 
2.4.5	Post-school qualifications	Annual apprenticeships & traineeships completions trend	Completions indicate that training is accessible and able to be maintained.	Influence	Training NSW Statistics	-	-	Target to be specified once baseline is established	 







Outcomes Measurement Framework

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
2.5.1	Accessibility and Inclusion	Access and Inclusion Index score	Improved access and inclusion makes communities liveable for everyone.	Influence	<u>Access and Inclusion Index</u>	-	-	Target to be specified once baseline is established	  
2.5.3	Rates of homelessness	Estimated number of people experiencing homeless	Responsibility for rates of change is not held by Council, but reporting on rates of homelessness demonstrates the need within community and assists with advocacy and community action; demonstrates Council's partnership with the community in addressing the issue.	Influence	ABS Census of Population and Housing Estimated Homelessness	5 years	327 (2016)	↓	   








Nurtured environment







We nurture and enhance our natural environment

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
3.1.2	Pest animals and plants	Number of new pests	Indicates outcome of initiatives to assist with pest animal and plant management	Monitor	Data source to be determined.	-	-	Target to be specified once baseline is established	 
3.1.3	Bush regeneration (Council land)	Hectares of bush/natural areas regenerated per annum (ha) on Council land	Indicates investment in restoring habitats	Control	Council data	Annual	Total bushland reserves owned or managed: 634 Ha Maintenance level: 114Ha Sites In Progress: 225 Ha	✓	 
3.2.2	Engagement in education programs	Number of participants involved in the various environmental education	Increased engagement indicates commitment from the community to supporting the	Influence	Data source to be determined.	-	-	Target to be specified once baseline is established	 



Outcomes Measurement Framework

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
		programs run by Council	local environment						
3.2.4	Landcare volunteering	The number of volunteers involved in Landcare activities	Increased engagement indicates commitment from the community to caring for the local environment	Influence	Data source to be determined.	-	-	Target to be specified once baseline is established	 
3.3.1	Satisfaction with the management of waterways and beaches, including creeks and wetlands	Residents' level of satisfaction with coastline management	Higher scores indicate community are happy with how Council is managing the coastline	Influence	Community Survey	Biennial	3.05 (2020)	↑	
3.3.1	Beach and coastline health	Beachwatch program monitors and reports on recreational water quality at seven swim sites, testing for Enterococci bacteria (colony forming units per 100ml)	Water quality indicates Council programs and activities are supporting good coastline health	Influence	North Coast beachwatch NSW Environment and Heritage	Weekly	Regular results posted online	<41 = Good rating	 

Outcomes Measurement Framework

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
3.4.1	Renewable energy	Proportion of Council's energy needs sourced through renewable energy per annum	Using renewable energy sources demonstrates commitment to mitigating the impact of climate	Control	Annual Inventory of Council's emissions profile	Annual	100%	✓	 
3.4.4	Net council carbon emissions	The National Greenhouse and Energy Reporting (NGER) methodology is being used to monitor and report on Council's emissions.	Net emissions can be tracked, against the zero-emissions target	Control	Annual Inventory of Council's emissions profile	Annual	14,190 net emissions (offset) (tCO2e)	✓	 
3.5.1	Waste diversion rate	% of total waste diverted from landfill (tonnes)	Steady or increasing diversion rate indicates success in waste management strategy	Influence	Weighbridge and kerbside collection data + Annual EPA WARR report	Annual	63.51%	↑	
3.5.2	Recycling rate	% of total recyclable waste collected that is recycled (tonnes)	Steady or increase in recycling rate indicates success in	Influence	Council data	Annual	Baseline data being established to distinguish between	Target to be specified once baseline is established	


Outcomes Measurement Framework

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
			increasing recycling activities				business and tourism sector (currently included in overall diversion)		
3.5.4	Illegal dumping	Number of illegal dumping incidents recorded	Indicates community are able to appropriately dispose of residual waste to reduce damage to the environment.	Influence	RID online – included in Annual EPA WARR report	Annual	450 illegal dumping incidents for 2021-22	↓	
3.5.5	License compliance	Annual returns for NSW EPA Licenses are submitted on time with any non-conformances actioned.	Compliance with licence requirements protects the environment.	Control	Council licence returns	Annual	EPL 6057 and 13127 Annual Returns	✓	







Ethical growth





We manage growth and change responsibly

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
4.1.1	Development applications	Number of development applications per annum	Number of applications per annum should align with projected goals/within targets for what is determined to be sustainable and efficient (i.e. work out the number of applications that can be processed each year, reasonable, and aim for that as the maximum per year)	Monitor	Council data	Annual	795 (FY22)	✓	




Outcomes Measurement Framework

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
4.1.1	Satisfaction with development application processing	Residents' level of satisfaction of development application processing	Can indicate satisfaction with the process of applying for approval or satisfaction with outcomes of applications.	Control	Community Survey	Biennial	2.55 (2020)	✓	
4.2.1	Housing supply	Number of approvals for residential development and types of dwellings	Provides one indication of housing supply and diversity	Monitor	Council data	Biannual	197 (July-Dec 22) Data for dwelling types being collated.	↑	
4.2.2	Housing tenure	Percent of housing owned, rented, or social housing in the Shire	Tenure data is used to analyse housing markets, housing affordability, and social housing supply	Monitor	ABS Census, id	Annual	60% purchasing or fully owned their home 26.2% renting privately 1.7% social housing (2021)	✓	
4.3.1	Value of the local economy	Gross regional product	GRP is one indicator of economic	Monitor	National Economics (NIEIR) -	Annual	\$1.88 billion; 1/1% growth in past year (Jun 2021)	✓	

Outcomes Measurement Framework

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
			activity in the <i>region</i>		Modelled series				
4.3.3	Satisfaction with support for local businesses	Residents' level of satisfaction of Council's support for local businesses	Indicates whether Council services to support local businesses are meeting community needs and expectations	Control	To be added to Business Survey	Annual	-	Target to be specified once baseline is established	
4.3.4	Rates of unemployment	Unemployment rate	Indicates availability of and engagement with work opportunities	Monitor	Economy.id Economic Profile	Annual	4.4 (March 2022)	✓	
4.4.1	Value of visitor economy	Value added (\$) by visitor-related industries: retail trade; accommodation and food services; arts and recreation services	Demonstrates the productivity of the visitor economy to the Byron Shire	Monitor	National Economics (NIEIR) - Modelled series	Annual	Retail trade: \$106.7m Accommodation/food services: \$149.7m Arts and recreation: \$12.2m (2020/21)	✓ or ↑	 






Outcomes Measurement Framework

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
4.5.2	Recovery Action Plan	Recovery Action Plan completion progression	Completion of the actions contributes to readiness for disaster recovery efforts in future	Control	Council data	Quarterly	Newly adopted plan. Reporting not yet required.	✓	
4.5.3	Disaster Resilience	Australian Disaster Resilience Index (0 - low to 1 - high)	One indicator of capacity to cope with and adapt to natural hazards such as bushfires, floods and storms.	Monitor	Australian Disaster Resilience Index	Annual	Moderate. Bangalow: 0.5872 Brunswick Heads - Ocean Shores: 0.5774 Byron Bay: 0.5557 Mullumbimby: 0.5150	↑	 












Connected infrastructure










We have connected infrastructure, transport, and facilities that are safe, accessible, and reliable

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
5.1.1	Condition of sealed and unsealed roads	% of sealed and unsealed roads in 'Fair' condition or above (1=excellent, 2=good, 3=fair, 4=poor, 5=very poor)	Indicates outcomes from investment in road programs	Control	Byron Shire Council Transport Asset Management Plan 2018-2028	Annual	Sealed: 88.1% Unsealed: 54.3% (22FY)	↑	 
5.1.1	Satisfaction with local roads	Residents' satisfaction with local roads	Indicates whether Council's investment in road programs is meeting community needs and expectations	Control	Community Survey	Biennial	1.69 (2020)	↑	 
5.1.3	Satisfaction with bikeways and bicycle facilities	Residents' level of satisfaction with bikeways and bicycle facilities	Indicates whether Council's investment in bikeways and bicycle facilities is meeting community needs and expectations	Control	Community Survey	Biennial	2.61 (2020)	↑	  



Outcomes Measurement Framework

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
5.1.3	Pedestrian access and mobility	% PAMP completed works	Delivering on the Pedestrian Access and Mobility Plan ensures community can participate in active transport	Control	Council data	Annual	Baseline data to be established	Target to be specified once baseline is established	 
5.2.2	Satisfaction with public transport	Residents' level of satisfaction with public transport	NSW Government is responsible for public transport, but Council reporting on community satisfaction helps demonstrate the need for services and assist with advocacy	Control	Community Survey	Biennial	2.08 (2020)	↑	 
5.2.3	Satisfaction with traffic planning and management	Residents' level of satisfaction with traffic planning and management	Indicates whether services are meeting community needs and expectations	Control	Community Survey	Biennial	2.36 (2020)	↑	 
5.2.4	Satisfaction with parking	Residents' level of satisfaction with parking	Indicates whether services are meeting community needs and expectations	Control	Community Survey	Biennial	2.62 (2020)	↑	 
5.4.1	Satisfaction with	Residents' level of satisfaction	Indicates whether services are meeting	Control	Community Survey	Biennial	3.88 (2020)	↑	

Outcomes Measurement Framework

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
	community halls	with community halls	community needs and expectations						
5.4.2	Satisfaction with parks and playgrounds	Residents' level of satisfaction with parks and playgrounds	Indicates whether services are meeting community needs and expectations	Control	Community Survey	Biennial	3.89 (2020)	↑	
5.4.3	Satisfaction with town centres and public spaces	Satisfaction with quality of town centres and public spaces	Indicates whether services are meeting community needs and expectations	Control	Community Survey	Biennial	3.23 (2020)	✓	 
5.4.3	Satisfaction with public toilets	Residents' level of satisfaction with public toilets	Indicates whether services are meeting community needs and expectations	Control	Community Survey	Biennial	2.49 (2020)	↑	 
5.4.4	Satisfaction with sporting facilities	Residents' level of satisfaction with sporting facilities	Indicates whether services are meeting community needs and expectations	Control	Community Survey	Biennial	3.59 (2020)	↑	 
5.5.1	Satisfaction with water supply	Residents' level of satisfaction with water supply	Indicates whether services are meeting community needs and expectations	Control	Community Survey	Biennial	4.14 (2020)	✓	
5.5.1	Byron Bay Urban Recycled	Proportion of water used for	Using recycled water for urban purposes reduces	Influence	Rous flow meters; Byron	Annual	10%	↑	

Outcomes Measurement Framework

DP Ref	Indicator	Definition	Why	Responsibility	Source	Frequency	Baseline Result	Target	SDG
	Water Scheme consumption	urban purposes that is recycled	environmental impacts		Bay STP flow meter data				
5.5.2	Satisfaction with sewerage management services	Residents' level of satisfaction with sewerage management services	Indicates whether services are meeting community needs and expectations	Control	Community Survey	Biennial	3.78 (2020)	↑	
5.5.2	Breaks and chokes to sewerage mains	Breaks and chokes per 100km	One indicator of the reliability of the systems	Control	NSW Government, LWU Performance monitoring data and reports	Annual	50	↓	



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