

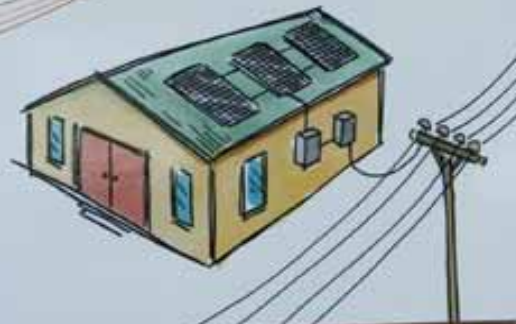
## This Community Centre is powered by the Sun



*This 5kw solar system was  
switched on in September  
2010 by Jan Barham Mayor  
of Byron Shire.*

**Annually the solar system will:**

- > Produce 7,700 kilowatt hours of clean renewable energy
- > Eliminate 7.25 tonnes of greenhouse gas
  - = to removing 10 cars from the road permanently
  - = to planting 430 trees every year



## PART 2 Community Report

## 2.1 Principal Activities 2010/2011

### Local Government Act 1993 Section 428(b)

The Management Plan is structured around 22 Principal Activities that reflect the major activities undertaken by Council. These are listed below.

Our Principal Activities	
Division	Principal Activity
<b>General Manager</b>	<ul style="list-style-type: none"> <li>Executive Management</li> </ul>
<b>Community Infrastructure</b>	<ul style="list-style-type: none"> <li>Infrastructure Planning and Project Definition</li> <li>Open Space and Recreation</li> <li>Plant and Resources</li> <li>Roads, Drainage and General Construction</li> </ul>
<b>Corporate Management</b>	<ul style="list-style-type: none"> <li>Governance and Administration</li> <li>Compliance and Public Order and Safety</li> <li>Environmental Services</li> <li>Financial Services</li> <li>Information Services</li> <li>Property, Procurement and Contracts</li> </ul>
<b>Environment and Planning</b>	<ul style="list-style-type: none"> <li>Certification Services</li> <li>Land Planning and Natural Environment</li> <li>Development and Approvals</li> </ul>
<b>Organisational Support</b>	<ul style="list-style-type: none"> <li>Organisational Support</li> </ul>
<b>Society and Culture</b>	<ul style="list-style-type: none"> <li>Children's Services</li> <li>Community Services</li> <li>Economic Development</li> </ul>
<b>Water and Recycling</b>	<ul style="list-style-type: none"> <li>Water Services</li> <li>Sewerage Services</li> <li>Recycling and Waste Management Services</li> <li>Environmental Laboratory Services</li> </ul>

In accordance with the provisions of the Local Government Act 1993, quarterly reviews of the Principal Activities are presented to Council. This monitoring mechanism provides a snapshot of accomplishments and any shortfall in achieving identified goals.

The following information is provided for each Principal Activity:

- The Executive Manager and Co-ordinator
- The major items to be delivered for 2010/11 for each principal activity

- The status of actual performance against projected performance of each Principal Activity measured in accordance with the Management Plan 2010-2013
- A statement of reasons for any difference

The **co-ordinator** and **executive manager** are the key person and section of Council responsible for managing the delivery of the services listed within the principal activity.

Shown at **Appendix 1** is a final status report on the achievements of each of the 22 principal activities.

## 2.2 Sustainability Objectives - Major Achievements and Challenges in 2010/2011

The 22 principal activities Council undertakes as an organisation are incorporated in five key elements of sustainability that reflect the goals Council is striving to achieve to provide a sustainable future. Each theme has an aim and three major goals to meet to support the theme and help achieve the Vision of a Sustainable Byron Shire. The following pages provides a list of major achievements and challenges in meeting Council's sustainability objectives as indicated in the 2010-2013 Management Plan.



Byron Regional Community College renewable energy



Byron Regional Sport and Cultural Complex tree planting day

## A Sustainable Shire: Caring for the environment

**Our Ecological Aim:** We conserve and enhance the biological diversity, ecological integrity and environmental sustainability of the land, coastal zone and waterways of the Shire.

**Our Biodiversity Goal:** Protect and restore biodiversity and natural habitat through increased awareness and sense of stewardship, integrated planning and co-ordinated action.

**Our Waterways Goal:** Improve and maintain healthy waterways through active catchment management including protecting and restoring riparian areas and minimising pollution sources.

**Our Landscape Goal:** Protect and maintain landscape integrity including the hills and valleys, escarpment, floodplains and coastline of the shire through careful planning, management and land care.

### Major achievements in caring for the environment during 2010/2011

1. Implementation of Greenhouse Action Strategy and other sustainability initiatives
  - Neighbourhoods in Council's Sustainable Streets Program saw energy consumption decrease by up to 26% and water decrease by up to 62%.
  - Community Gardens Policy adopted.
  - 2010/11 Corporate Greenhouse Emission and Energy Consumption report revealed Council's emissions were stable while energy costs are increasing.
  - Council was a major sponsor of the North Coast Energy Forum held in Mullumbimby.
  - Ocean Shores (Shara) Community Gardens site approved and commenced.
  - 5kW solar PV system was installed at the Brunswick Valley Community Centre.
  - Lighting retrofit at the Mullumbimby Administration Centre was completed to save 53 MWh of energy per year and 57 tonnes of greenhouse emissions.
  - 10 kW solar PV system was installed at the Myocum Waste and Recycling Centre.
  - World Environment Day saw Council hold a Swap Market featuring community education displays.
  - \$50,000 funding granted under the Foodlinks to the Mullumbimby Community Gardens for composting toilets and other projects.
2. Byron Biodiversity Conservation Strategy
  - Facilitation of development of template shorebird education signage in conjunction with Birds Australia and Byron Bird Buddies.
  - Facilitated volunteer involvement in the second regional Glossy Black Cockatoo birding day.
  - Wildlife signage trial signs installed at Left Bank Road, Mullumbimby.
  - Land for Wildlife program undertaken at approximately 23 properties with a combined total of around 500 hectares.
  - Funding secured from the Office of Environment and Heritage to undertake a Koala Habitat Study and commence preparation of a comprehensive Koala Plan of Management.
  - Bitou Bush threat abatement plan actions undertaken at three sites; funded by the Northern Rivers Catchment Management Authority.
  - Eight community seminars held as part of the Biodiversity and Sustainability Seminar program.
3. Draft Byron Shire-wide Local Environmental Plan (LEP) 2011 adopted by Council and submitted to the NSW Department of Planning.
4. Rezoning of Bangalow land to residential under the NSW Department of Planning Gateway processes.
5. New Brighton Trial Beach scraping and beach regeneration.
6. The new Brunswick Valley STP was commissioned in December 2010 and as a result there have been no overflows from the Mullumbimby catchment to the Brunswick River.
7. Upgrade of the Mullumbimby Burringbar Street North Water Main and pumping stations.
8. Upgrade of Ocean Shores pumping station and grit removal system.

### Major challenges in caring for the environment during 2010/2011

1. Sourcing funding to implement the new Climate Change Policy Development/Research positions within the organisational structure.
2. Sourcing funding to the adopted Byron Shire Climate Change Adaptation Implementation Schedule.
3. Changing NSW legislation relating to coastal and planning matters.

## A Sustainable Shire: Prosperous community and business

**Our Economic Aim:** We support appropriate economic activity, investment, work and employment opportunities, in harmony with our ecological and social goals.

**Our Resource Use Goal:** Support and lead the community in efficient and sustainable resource use, helping to minimise our ecological footprint, reduce greenhouse emissions with a focus on renewable, non-polluting resources and energy sources.

**Our Economic Activity Goal:** Encourage healthy economic activity based on local and regional community enterprise, sustainable agriculture and tourism, with a capacity to value-add and adapt to climate change and other factors.

**Our Work and Employment Goal:** Support and encourage meaningful work, training and employment, including voluntary and community endeavour, to help develop and maintain a dynamic local and regional community.

### Major achievements in relation to a prosperous community and business during 2010/2011

1. The Tourism Advisory Committee developed a set of core community values and worked with Morden's Farm to progress and develop a proposed brand and image for Byron Shire that promotes its unique identity, diversity and commitment to ecologically sustainable communities.
2. A draft Community Economic Development Strategy was developed, involving consultation with business, industry and community groups.
3. Staff actively participated in the Northern Rivers Foodlinks and Brunswick Heads Economic Transition projects.
4. The Tourism Advisory Committee investigated funding options for the management of tourism, and for the environmental enhancement of tourist areas.
5. A Byron Shire Sustainable Food Directory was produced to encourage residents and visitors to shop locally and purchase sustainably.

### Major challenges in relation to a prosperous community and business during 2010/2011

1. Byron Shire is relatively small in size with 14,550 rateable properties and a population of fewer than 30,000 residents. It is also an iconic tourism destination attracting over 1.3 million visitors each year.
2. The Global Financial Crisis has had a continuing impact, and while the Australian dollar has been high, export businesses (including local tourism businesses) have continued to feel pressure.
3. The NSW State Government continues to place restrictions on local government revenue-raising; this is a particular challenge given the impacts of tourism on infrastructure.
4. An ageing population.

## A Sustainable Shire: Creative and caring communities

**Our Social and Cultural Aim:** We encourage and support resilient, diverse and creative communities, caring for each other and feeling connected through networks, activities and services, and a strong sense of local identity and place.

**Our Community Wellbeing Goal:** Enhance community wellbeing and quality of life through providing, and advocating for equitable and good access to an appropriate range and levels of healthcare, education, housing, and recreation services and facilities.

**Our Sense of Community Goal:** Foster a sense of identity and community through the connectedness of people, and people to place, and active participation in local and regional community life.

**Our Cultural Goal:** Encourage diverse culture and creativity among residents of the shire, including respect for and understanding of Aboriginal heritage, as key aspects of our prosperity, quality of life and local identity.

### Major achievements in creative and caring communities during 2010/2011

1. The graffiti prevention Youth Art and Environment Project saw young people's artworks installed as murals on a number of sites in the Shire including the public toilets next to the Poinciana Café in Mullumbimby.
2. Council was successful in trialling a new form of service delivery for parenting support programs in the Shire. Instead of delivering these programs directly, Council ran an expression of interest process for community organisations working in this area. This resulted in a wider and more creative mix of services in a greater number of locations throughout the Shire. The Australian Government Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA) showed its confidence in this approach by extending Byron Shire's funding by \$309,846 for a further three years.
3. The Aboriginal (Heads of Agreement) Project Reference Group commenced this year, allowing the 1998 Heads of Agreement to be more closely monitored and reviewed, and enabling long outstanding resolutions on Aboriginal issues to be progressed. Council also worked closely with the Bundjalung of Byron Bay Aboriginal Corporation (Arakwal) to host NAIDOC week celebrations and a Council flag-raising in Mullumbimby.
4. Australia Day, Youth Week, International Day of People with a Disability, Seniors' Week, Harmony Day and NAIDOC Week celebrations were successfully held throughout the Shire.
5. Schoolies and New Year's Eve celebrations were made safer through Council's engagement with other stakeholders including Police, business and community organisations and through the introduction of Alcohol Free Zones in the major centres.
6. Young people had a stronger involvement in the work of Council through a reinvigorated Youth Council which has considered issues including youth mental health, public transport, art and the environment in 2010/11. The Youth Council also established the 'Small Change' grants program to fund young people's projects in the Shire. Council adopted the Youth Policy.
7. Council took the lead on the investigation of options for future library services, including commissioning a report on an independent library service for Byron Shire, and considering other options made possible by the Library Amendment Act 2011, such as the County Council model.
8. Adoption of the Sponsorship Policy.

### Major challenges in creative and caring communities during 2010/2011

1. Around Australia, local government authorities are examining the way they support and interact with their communities. Increasingly, local governments are moving from direct service delivery to partnerships with community and private sector organisations for the provision of services.
2. Council has a small rate-payer base and the State Government continues to impose constraints on revenue-raising by local government authorities. This means that reliance on short-term and uncertain grant funding opportunities increases and needs to be proactively managed.
3. An ageing population and the need for additional community services.

## A Sustainable Shire: Efficient and liveable communities

**Our Human Habitat Aim:** We carefully develop sustainable human settlement in a manner that protects the natural environment and creates sustainable communities serviced equitably with a range of affordable facilities, essential services, transport and infrastructure.

**Our Built Environment Goal:** Urban and rural settlement and land use is designed to integrate harmoniously with, and reflect the character of local areas and communities, with features reflecting our lifestyles and promoting safe, friendly, ecologically sustainable living.

**Our Infrastructure and Services Goal:** Our communities are serviced by efficient energy, water, and waste recovery systems, and reliable transport and communication networks; with a strong emphasis on using renewable resources, fossil fuel alternatives, and reducing our carbon emissions and ecological footprint.

**Our Risk Management Goal:** Support well co-ordinated and strategic risk and hazard management focusing on pro-active planning wherever possible, and being adequately prepared for floods, bushfire, weather extremes, accidents and other events that require effective response to protect community well-being and environmental health.

### Major achievements in efficient and liveable communities during 2010/2011

1. Completion of the \$1.39 million Suffolk Park Integrated Children's Centre.
2. Completion of four Regional and Local Community Infrastructure Program funding capital improvements at:
  - Brunswick Heads Library
  - Sandhills Childcare Centre
  - Mullumbimby and District Neighbourhood Centre
  - Bangalow A&I Hall
3. Construction tender called for new Byron Bay Library Project.
4. Construction commenced on the new \$16.8 million Byron Regional Sport and Cultural Complex; due for completion in January 2012.
5. Lighthouse Road funding and approvals secured, tender awarded and reconstruction commenced; due for completion December 2012.
6. Secondary Dwelling Information Night held in June 2011 with over 120 people attending.
7. Completion of the \$39 million Brunswick Sewerage Augmentation Scheme.
8. Installation of the Myocum landfill gas collection and flare system.
9. Myocum Landfill Stage 2 Southern Expansion was approved providing an additional three years of waste disposal capacity.
10. Resurfacing of the Mullumbimby's Petria Thomas Swimming Pool.
11. New entry ramp and accessible car park for Durrumbul Hall.
12. Upgrading of Bangalow's heritage listed Fire Station Park at a cost of \$112,000.
13. Illegal Dumping Action Plan developed and adopted by Council.
14. Liquor Licensing and Approval Policy and Events on Private and Public Land Policy adopted.
15. Management contracts awarded for Suffolk Park Beachfront Holiday Park and First Sun Holiday Park.

### Major challenges in efficient and liveable communities during 2010/2011

1. Addressing odour and noise issues with the existing Myocum landfill.
2. Progressing the development of the proposed Myocum Quarry landfill.



## A Sustainable Shire: Effective stewardship and management

**Our Governance Aim:** Maintain a sustainable organisation and good stewardship, through effective leadership and accountable decision making, and manage available resources in mutually beneficial partnerships with our communities to help achieve this.

**Our Leadership Goal:** Provide leadership to our communities, be a good role model, and encourage and draw upon the leadership from within our communities, to help achieve a sustainable future together.

**Our Community Participation Goal:** Work co-operatively with our communities to help achieve our goals, encouraging active involvement through consultation and willing partnerships based upon mutual respect, good communication and mutually agreed processes.

**Our Resourcing and Support Goal:** Effective use of our available resources to implement strategic and operational plans, and support for Council's approach to managing and carrying out programs and projects in a changing and challenging financial environment.

### Major achievements in effective stewardship and management during 2010/2011

1. Investigation carried out into purchasing and procurement processes at Byron Shire Council. Investigation report accepted by ICAC and resulted in a number of recommendations for improvement.
2. Completion of the external Fleet Management Review, which included a review of the 10 year Plant Replacement Programme, improvements needed for workshop operations and recommendations about plant utilisation and retain / sell options for individual plant items.
3. Substantial review of Light Motor Vehicle procedures and incorporation of Green Vehicle guidelines in new vehicle selection list.
4. Information Services upgrade projects commenced, including Authority V6.2, TRIM (new Electronic Document Management System) and CRM (Customer Request Management System).
5. Implemented the interim Government Contracts Register for reporting requirements under GIPA Act.
6. Corporate-wide Equal Employment Opportunity and Bullying and Harassment Prevention Training.
7. Successful implementation of Milestone Awards for staff reaching 5, 10, 15, 20, 25 and 30 year service.
8. Occupational Health and Safety fire warden training and drill at the Mullumbimby Administration Building successfully completed.
9. Successful implementation of GIPA training and Procurement Training for staff.

### Major challenges in effective stewardship and management during 2010/2011

1. Resolution of land tenure for Byron Bay Swimming Pool requiring ongoing negotiations with Crown Lands.