

Draft

Delivery Program

2022-26



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.



Executive Summary

Welcome to Council's Delivery Program 2022-26.

Council's Delivery Program turns the strategic goals found in the Community Strategic Plan into actions. All plans, projects, activities, and funding allocations of the council must be directly linked to the Delivery Program.

Importantly it is our commitment to you about what we will deliver. It is underpinned by a range of supporting documents such as the long-term financial plan, workforce plan and asset management plans.

Council's review of the Community Strategic Plan in 2021 and deliberations by the Community Solutions Panel in March 2018 provided an opportunity to significantly review the Delivery Program and ensure it met the new objectives.

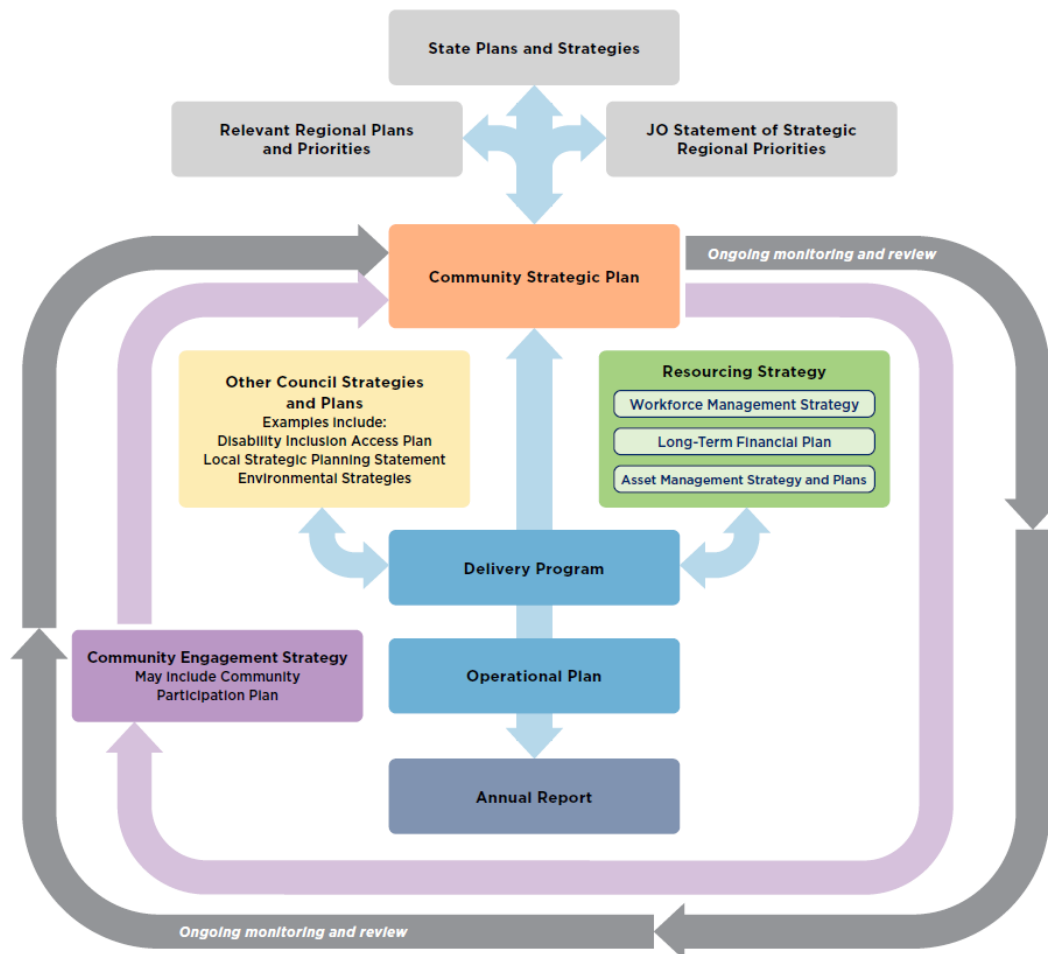
The 2020 Local Government election was postponed due to the COVID-19 pandemic, with the new Council elected in December 2021. This Delivery Program has been developed with the newly appointed Council in early 2022 and is Council's commitment to the community about what they will deliver during their term of Council.

Council's ongoing commitment to these priorities is supported by an annual Operational Plan.

Integrated Planning and Reporting

10 Year Community Strategic Plan

Leading the Council's planning hierarchy, the Community Strategic Plan 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.



10 Year Resourcing Strategy

The resourcing strategy addresses the sustainable long-term financial, asset management, and workforce planning requirements. This is the point where Council assists the community by sorting out who is responsible for what, in terms of the issues identified in the Community Strategic Plan.

4 Year Delivery Program

The delivery program translates the community strategic plan goals into actions. It is Council's commitment to the community, outlining what it intends to do toward achieving the goals of the community strategic plan during its term of office. The Delivery Program is the single point of reference for all principal activities undertaken by Council. All plans, projects, activities, and funding allocations must be directly linked to the four year delivery program.

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. The Operational Plan is supported by a detailed budget and a statement of revenue policy, which also sets the fees and charges for that year.

Elected Representatives

Council has nine councillors and a popularly elected Mayor.

As a result of the COVID-19 pandemic the NSW Local Government elections that were to be held in September 2020 were postponed to 4 December 2021.

Term of Council
December 2021 to
September 2024



Mayor Michael Lyon



Cr Duncan Dey



Cr Asren Pugh



Cr Sama Balson



Cr Alan Hunter



Cr Mark Swivel



Cr Cate Coorey

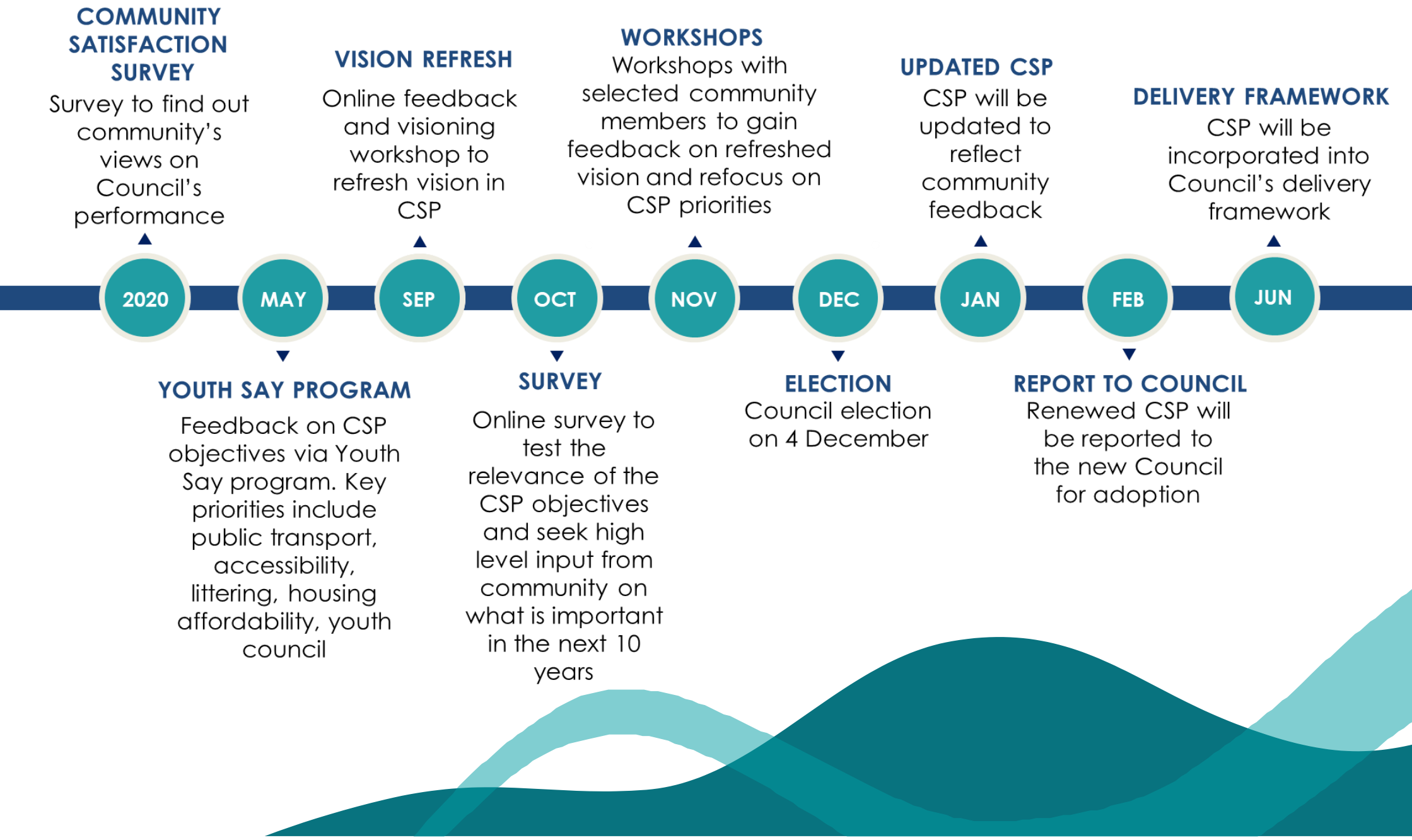


Cr Sarah Ndiaye



Cr Peter Westheimer

Engagement timeline





Our Vision

*Our Byron Shire is a
'meeting place':*

**Where all people
can come together
to connect, share,
grow, inspire, and
create positive
change.**

Our Community Objectives



Effective **Leadership**

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



Inclusive **Community**

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



Nurtured **Environment**

We nurture and enhance our natural environment



Ethical **Growth**

We manage growth and change responsibly



Connected **Infrastructure**

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

Byron Shire Community Strategic Plan 2032

Effective Leadership

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



Enhance trust and accountability through open and transparent leadership

Engage and involve community in decision making

Ethical and efficient management of resources

Enhance organisation capability through innovative practices and regional partnerships

Empower community leadership through collaboration, capacity building, & cultivating community driven initiatives

Inclusive Community

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



Foster opportunities to express, celebrate and participate in arts and cultural activity

Enhance safety and contribute to the physical, mental, and spiritual health and wellbeing of our people

Respect Aboriginal culture, value cultural knowledge, and acknowledge history

Enrich lifelong learning and education and support services to help young people thrive

Create social impact and initiatives that address disadvantage

Nurtured Environment

We nurture and enhance our natural environment



Partner to nurture and enhance our biodiversity, ecosystems, and ecology

Deliver initiatives and education programs to encourage protection of our environment

Protect the health of our coastlines, estuaries, waterways, and catchments

Support and empower our community to adapt to, and mitigate our impact on climate change

Minimise waste and encourage recycling and resource recovery practices

Ethical Growth

We manage growth and change responsibly



Manage responsible development through effective place and space planning

Enable housing diversity and support people experiencing housing insecurity

Promote and support our local economy

Foster sustainable visitation and manage the impacts of tourism on the Shire

Support a resilient community that can adapt and respond to change

Connected Infrastructure

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



Provide a safe, reliable, and accessible transport network

Connect the Shire through integrated transport services

Invest in renewable energy and emerging technologies

Provide accessible community facilities and open spaces

Provide continuous and sustainable water and sewerage management



1: *Effective* Leadership

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

Strategies

- 1.1 Enhance trust and accountability through open and transparent leadership
- 1.2 Engage and involve community in decision making
- 1.3 Ethical and efficient management of resources
- 1.4 Enhance organisation capability through innovative practices and regional partnerships
- 1.5 Empower community leadership through collaboration, capacity building, and cultivating community driven initiatives

1.1 Enhance trust and accountability through open and transparent leadership



Delivery Program Priorities:

1.1.1 Leadership	1.1.2 Governance	1.1.3 Information management	1.1.4 Performance measurement & reporting	1.1.5 Risk management
Enhance leadership effectiveness, capacity, and ethical behaviour	Ensure legislative compliance and support Councillors to carry out their civic duties	Provide timely, accessible, and accurate information to the community	Embed a robust performance management system through the development of an outcomes measurement framework	Recognise risks and manage them proactively

Indicators:

- Code of Conduct Complaints
- Completion of Audit Plan and report actions
- Satisfaction with providing access to information
- Achievement of planned activities

1.2 Engage and involve community in decision making



Delivery Program Priorities:

1.2.1 Community-led decision making

Engage with
community to inform
Council decision
making

1.2.2 Communication

Provide timely
information to the
community about
Council projects and
activities through
traditional and digital
media

1.2.3 Customer Service

Deliver efficient
customer service
consistent with our
Customer Service
Standards

1.2.4 Advisory Committees

Coordinate advisory
committees to inform
decision making on
their areas of
expertise

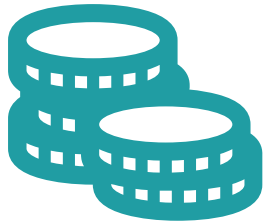
Related Strategies and Plans:

- [Community Engagement Policy](#)
- [Community Participation Plan](#)

Indicators:

- Satisfaction with opportunities to participate in Council decision making
- Satisfaction with community consultation/engagement
- Customer service satisfaction rating

1.3 Ethical and efficient management of resources



Delivery Program Priorities:

1.3.1 Financial management	1.3.2 Revenue Sources	1.3.3 Asset management	1.3.4 Procurement	1.3.5 Resourcing
Ensure the financial integrity and sustainability of Council through effective financial management	Identify and investigate additional revenue sources	Maximise asset service delivery potential and take a proactive approach to lifetime asset maintenance	Ensure Council's procurement framework is robust, efficient, and effective	Identify and investigate resourcing to meet future needs

Related Strategies and Plans:

- [Resourcing Strategy](#)
 - Long Term Financial Plan
 - Workforce Management Plan
 - Asset Management Strategy/Plan

Indicators:

The 6 financial performance indicators:

- Own-source revenue
- Operating performance ratio
- Unrestricted current ratio
- Debt service cover ratio
- Rates and annual charges outstanding percentage
- Cash expensive cover ratio per annum (\$million) own source revenue

1.4 Enhance organisation capability through innovative practices and regional partnerships



Delivery Program Priorities:

1.4.1 Inter-governmental relationships

Develop and maintain effective relationships with other levels of government to advocate for the needs of the community

1.4.2 Continuous improvement and innovation

Use business insights and strategic corporate planning to continuously improve and innovate

1.4.3 Regional networks

Collaborate with regional partners to establish and contribute positively to regional goals and priorities

1.4.4 Workforce culture, leadership, and wellbeing

Increase employee engagement and implement strategies that improve satisfaction, culture, health, and wellbeing

Related Strategies and Plans:

- [Workforce Management Plan](#)

Indicators:

- Resident satisfaction with overall performance
- Organisational culture and effectiveness
- Workforce safety

1.5 Empower community leadership through collaboration, capacity building, and cultivating community driven initiatives



Delivery Program Priorities:

1.5.1 Community grant programs

Provide financial assistance and grants to empower community groups and organisations to deliver priority projects

1.5.2 Collaboration and capacity building

Collaborate with stakeholders to build community capacity

1.5.3 s355 Committees

Support the management of community halls to delegated s355 committees

1.5.4 Volunteers

Provide meaningful and inclusive opportunities for volunteering

Indicators:

- Value of grants awarded by Council
- Community leadership and collaboration
- Volunteering rates and hours
- Satisfaction with support

IN FOCUS: Repurposing the old Byron Hospital

In May 2019, Council purchased the former Byron Hospital site from the NSW Government following a proposal from a Community Steering Committee to return the site to the local community.

The proposal is to re-purpose the site into the Byron Community Hub, providing vital and currently lacking welfare, social, cultural and educational services in the centre of Byron Bay.

Council is working with the local community to develop detailed architectural plans to re-purpose the building into the Byron Community Hub.



Byron Community Hub

Currently, community service providers are forced to operate in more affordable locations outside of Byron Bay. This means that the most disadvantaged Byron residents and those that are most in need of such services face significant barriers in accessing them. These barriers include distance, travel costs and lack of public transport.

The project will bring these vital community services to the heart of Byron Bay, improving social cohesion and connectivity. By co-locating service providers in a centralised 'hub', recipients of a single service will receive exposure to the wrap-around services, such as health and education, with the potential to accelerate their independence.

There is also a desire to reuse the previous hospital kitchen as a commercial kitchen available for hire and the existing cafe/kiosk would be retained as a cafe, to service students and other site users.



2: *Inclusive* Community

We have an inclusive & active community where diversity is embraced & everyone is valued

Strategies

- 2.1 Foster opportunities to express, celebrate and participate in arts and cultural activity
- 2.2 Enhance safety and contribute to the physical, mental, and spiritual health and wellbeing of our people
- 2.3 Respect Aboriginal culture, value cultural knowledge, and acknowledge history
- 2.4 Enrich lifelong learning and education and support services to help young people thrive
- 2.5 Create social impact and initiatives that address disadvantage

2.1 Foster opportunities to express, celebrate and participate in arts and cultural activity



Delivery Program Priorities:

2.1.1 Public art

Increase creativity in public spaces and build public art opportunities

2.1.2 Lone Goat Gallery

Provide professional presentation space for artists and community at the Lone Goat Gallery

2.1.3 Events and festivals

Support and enable arts & cultural activity, festivals, projects, and events

2.1.4 Artistic and creative industries

Build, support, and advocate for the artistic and creative industries of the Shire to inspire a thriving and sustainable arts community

2.1.5 Identity and Heritage

Share and celebrate our diverse stories, identities, and histories

Related Strategies and Plans:

- [Public Art Strategy](#)
- Draft Arts and Cultural Strategy
- [Heritage Strategy](#)

Indicators:

- Satisfaction with Public Art
- Satisfaction with festival and event management

2.2 Enhance safety and contribute to the physical, mental, and spiritual health and wellbeing of our people



Delivery Program Priorities:

2.2.1 Safety initiatives

Support community driven safety initiatives

2.2.2 Public health

Protect, promote and control risks to public health

2.2.3 Regulatory controls and compliance

Enhance public safety, health and liveability through the use of Council's regulatory controls and services

2.2.4 Companion Animals

Promote awareness of the requirements of the Companion Animals Act with respect to the ownership of companion animals

Related Strategies and Plans:

- [Dogs in Public Spaces Strategy](#)

Indicators:

- Crime rates (against person)
- Crime rates (property)
- Perceptions of safety
- Satisfaction with public health and safety management program
- Satisfaction with the management and control of companion animals

2.3 Respect Aboriginal culture, value cultural knowledge, and acknowledge history



Delivery Program Priorities:

2.3.1
Aboriginal
community and
First Nations
People

Develop strong and
productive
relationships that
empower the
Aboriginal
community

2.3.2
Aboriginal cultural
expression

Support First Nations
cultural expression

2.3.3
Caring for Country
and Aboriginal
custodianship

Support initiatives
that maintain cultural
connection to
country and foster
opportunities for
Aboriginal people to
live and work on
country

2.3.4
Aboriginal history

Recognise and
acknowledge the
importance of
valuing Aboriginal
history and cultural
knowledge

2.3.5
Cultural and
Economic
Development

Increase the
economic self-
determination of
Aboriginal
communities

Related Strategies and Plans:

- Arakwal MOU

Indicators:

- First Nations peoples
- First Nations peoples' input on strategies and decision making

2.4 Enrich lifelong learning and education and support services to help young people thrive



Delivery Program Priorities:

2.4.1 Libraries	2.4.2 Youth	2.4.3 Children's services	2.4.4 Vocational training	2.4.5 Education
Provide modern library services in partnership with Richmond Tweed Regional Library services	Increase engagement with young people and support and encourage programs that offer mentoring, leadership, and pathways to education and employment	Provide high quality early childhood education and activities through Sandhills Early Childhood Centre and Out of School Hours Care services	Support development of a vocational training precinct to provide high quality educational and vocational training in the Byron Shire	Develop partnerships with educational institutions across all stages of the learning spectrum to ensure that lifelong learning is available to the community

Related Strategies and Plans:

- Children's Services Quality Improvement Plan

Indicators:

- Children enrolled in preschool
- Children developmentally on track
- Satisfaction with childcare services
- Young people in employment, education or training
- Post-school qualifications

IN FOCUS: Lot 12 Bayshore Drive

Lot 12 Bayshore Drive, Byron Bay, is a Council-owned 5.8 hectare block of land in the Byron Arts and Industry Estate, opposite the Sunrise Shopping Centre.

This is set to change as Council proceeds with its vision of turning Lot 12 into an innovation precinct, a place to learn, collaborate and connect. This aligns with the recommendations of the Byron Arts and Industry Estate Precinct Plan.

Concept Masterplan

Council has endorsed a Masterplan for Lot 12 to be used as the basis for the next planning and governance steps.

View the [Lot 12 Subdivision Concept Plan online](#).

Where are we now?

Creative Capital was the successful applicant from an Expression of Interest process.

The next step is to divide Lot 12 into three parcels with one block to be sold to Creative Capital.

Council will use the revenue from the sale of that block to develop its 1.3 hectare site which will include a new TAFE Connected Learning Centre alongside other major tenants.



2.5 Create social impact and initiatives that address disadvantage



Delivery Program Priorities:

2.5.1 Access and inclusion

Improve access and inclusion for all community members, including people with disability

2.5.2 Advocacy

Advocate for services and funding to enhance social outcomes across the Shire

2.5.3 Rough sleeping

Work in partnership to reduce and end rough sleeping through community action

Related Strategies and Plans:

- Disability Inclusion Action Plan

Indicators:

- Built environment accessibility
- Equity and inclusion
- Social cohesion
- Rough sleeping

IN FOCUS: Access and Inclusion

Byron Shire Council is committed to co-creating an equitable, accessible, and inclusive community. Access and inclusion are important aspects of ensuring that everyone can participate in our community. In line with Australia's Disability Strategy 2021-2031, our vision is an inclusive society that ensures people with disability can fulfill their potential, as equal members of the community. We endorse the guiding values of respect, inclusion, and equality.

The *Disability Inclusion Act 2014* (NSW) provides the legislative framework to guide state and local government disability inclusion and access planning. The Act supports people with disability to access:

- the same human rights as other members of the community.
- independence and social and economic inclusion within the community; and
- choice and control in the pursuit of their goals and the planning and delivery of their supports and services.

The Disability Inclusion Action Plan (DIAP 2022-26) sets out the key strategies and actions Council will deliver to support people with disability and co-create meaningful change toward the goals of the State Disability Inclusion Plan in the four key areas.

Attitudes and Behaviours

The attitudes and behaviours of the general community towards people with disability have been described as the single greatest barrier to full access and inclusion.

- **AB-1** Ensure all staff, including leaders, are trained in prioritising access and inclusion.
- **AB-2** Improve education and enforcement of the rules relating to mobility parking.
- **AB-3** Encourage and support local businesses to increase access and inclusion, including tourism opportunities.
- **AB-4** Include people with disability in the design of communications and awareness campaigns.
- **AB-5** Increase the number of public awareness campaigns to celebrate people with both visible and invisible disabilities.
- **AB-6** Acknowledge that fixing access issues demonstrates commitment and action to support inclusion.

All Welcome

Access and inclusion for everyone



Byron Shire

Liveable Communities

Access is a fundamentally important aspect of community participation and inclusion and a key part of creating liveable communities.

- **LC-1** Deliver access ramp and footpath upgrade and renewal program shire wide.
- **LC-2** Improve beach accessibility for a range of mobility needs.
- **LC-3** Increase and improve accessible transport options including accessible parking and public transport.
- **LC-4** Work alongside the business community to improve access, in particular to essential services such as medical practices and banking services, but also to increase tourism opportunities.
- **LC-5** Consider and accommodate a range of visible and invisible disabilities during public events, including physical access, low energy, hearing and vision related considerations.
- **LC-6** Increase and improve accessible parks, playgrounds and recreation facilities, including adequate seating accessible play equipment.
- **LC-7** Improve access to Council-owned buildings and public facilities and amenities.

Meaningful Employment

Employment contributes to feelings of self-worth, social interaction and mental health, and increases opportunities to support individual choice and control.

- **ME-1** Encourage local businesses to increase employment opportunities for people with disability, including accessible recruitment processes for both visible and invisible disability.
- **ME-2** Increase training around both visible and invisible disability in the workplace.
- **ME-3** Support and encourage local businesses with training and awareness-raising activities.
- **ME-4** Encourage inclusion by improving accessibility of work sites (both Administration building and the Depot).
- **ME-5** Provide more guidance and training on inclusive language.
- **ME-6** Improve and increase the availability of accessible meeting rooms.
- **ME-7** Consider and accommodate visible and invisible disability access requirements for Council events and processes such as community engagement.

Systems and Processes

A common issue for people with disability is the difficulty in navigating systems and processes to access the services and supports they need in the community.

- **SP-1** Continue to improve the accessibility of Council meetings, such as with live captioning or Auslan signing.
- **SP-2** Ensure diversity of representation on the ACWG and across other consultation processes such as Place Planning Collectives.
- **SP-3** Introduce sitting fees/compensation for lived experience advisory groups.
- **SP-4** Ensure a diversity of communication strategies that consider and accommodate a range of visible and invisible disability.
- **SP-5** Improve staff understanding of invisible disability and how to assist community in navigating Council processes.
- **SP-6** Continue to improve accessibility of online information and systems, including effective search function.

IN FOCUS: Ending Rough Sleeping in Byron Shire

Byron Shire is the first area in NSW, outside Sydney, to trial a worldwide project aimed at reducing and ending rough sleeping through community action. It is called the Ending Rough Sleeping Byron Shire Project.

The Project brings together:

- people with lived experience of homelessness
- local community groups
- not-for-profits
- service providers
- donors
- government

This group forms the Ending Rough Sleeping Byron Shire Collaboration. The End Street Sleeping Collaboration is a sector-led entity that holds the By Name List data on behalf of local services providers.

Council's role is to provide staff who support and help the work of the group, and advocate for positive change.

This initiative is also part of the NSW Premier's Priority Commitment to reduce rough sleeping by 50% by 2025 and end rough sleeping by 2030 – a target now shared by the Byron Shire.

The By Name List (BNL) records information about each person who is currently sleeping rough or living in crisis accommodation at the time of the survey.

Organisations can use the collective, de-identified data to advocate for the change and resources needed to end homelessness in our community. The information collected will be used as evidence to support policy and systems changes to better help those who sleep rough, and to reduce the number of people sleeping rough in the future.

Understanding this information enables a community to respond in real time. As well as helping individuals access the right housing, health care and other supports, the information collected will help the sector develop better policies and programs.

Our aim is to make positive changes and prevent people from ever having to sleep rough in our community.



ending rough sleeping
Byron Shire



3: *Nurtured* Environment

We nurture and enhance
our natural environment

Strategies

- 3.1 Partner to nurture and enhance our biodiversity, ecosystems, and ecology
- 3.2 Deliver initiatives and education programs to encourage protection of our environment
- 3.3 Protect the health of our coastlines, estuaries, waterways, and catchments
- 3.4 Support and empower our community to adapt to, and mitigate our impact on climate change
- 3.5 Minimise waste and encourage recycling and resource recovery practices

3.1 Partner to nurture and enhance our biodiversity, ecosystems, and ecology



Delivery Program Priorities:

3.1.1 Native species

Use best practice land management to improve ecological resilience and reduce threats to biodiversity

3.1.2 Pest and weed management

Continue best practice Integrated Pest Management on council owned and managed land

3.1.3 Habitat restoration

Restore degraded areas that provide high environmental or community value

3.1.4 Biodiversity

Use best practice land management to improve ecological resilience and reduce threats to biodiversity

Related Strategies and Plans:

- [Byron Shire Integrated Pest Management Strategy](#)
- [Biodiversity Conservation Strategy](#)
- [Flying Fox Camp Management Plan](#)
- [Pest Animal Management Plan](#)
- [Koala Plan of Management](#)

Indicators:

- Bush Regeneration
- Participation in Land for Wildlife program

3.2 Deliver initiatives and education programs to encourage protection of our environment



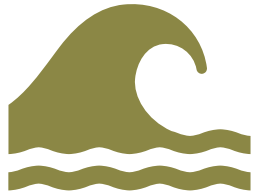
Delivery Program Priorities:

3.2.1 Compliance	3.2.2 Environmental education and awareness	3.2.3 Planning	3.2.4 Sustainability projects
Encourage compliance with environmental planning regulations	Coordinate and support environmental education to the community	Plan to improve the quality of the natural environment	Support community led environmental and sustainability projects

Indicators:

- Engagement in education programs
- Landcare volunteering

3.3 Protect the health of our coastline, estuaries, waterways, and catchments



Delivery Program Priorities:

3.3.1 Coastal Management Program

Undertake Coastal Management Program planning and implementation

3.3.2 Floodplain management

Mitigate the impact of flooding on private and public property

3.3.3 Catchment health

Investigate and support catchment health improvement initiatives

Related Strategies and Plans:

- [Water Sensitive Urban Design Policy \(and Strategy\) 2020](#)
- Coastal Management Programs
 - [Northern Coastline](#)
 - [Southern Coastline](#)
 - [Richmond River](#)

Indicators:

- Condition assessment of catchment health
- Satisfaction with the management of waterways and beaches, including creeks and wetlands

3.4 Support and empower our community to adapt to, and mitigate our impact on climate change



Delivery Program Priorities:

3.4.1 Climate change mitigation

Mitigate the risk of climate impacts through actions within Council's control

3.4.2 Climate change adaptation

Enhance community resilience and ability to adapt before, during, and after climate events

3.4.3 Monitoring and reporting

Monitor and report on actions that aim to address climate change

3.4.4 Net Zero Emissions

Work towards achieving Council's 100% net zero-emissions target

Related Strategies and Plans:

- [Net Zero Emissions Strategy & Action Plan](#)
- [Climate Change Adaptation Plan](#)

Indicators:

- Renewable energy
- Net council carbon emissions

3.5 Minimise waste and encourage recycling and resource recovery practices



Delivery Program Priorities:

3.5.1 Towards Zero Waste

Implement Integrated Waste Management and Resource Recovery Strategy - Towards Zero

3.5.2 Recycling and circular economy

Work with business and tourism sector to reduce waste to landfill

3.5.3 Waste collection and landfill

Maintain and enhance solutions to recover / treat / dispose of residual waste

3.5.4 Education

Empower the community to increase avoidance, reuse, and recycling activities

3.5.5 Facilities and Services

Provide resource recovery facilities and services that meet statutory requirements

Related Strategies and Plans:

- [Towards Zero Integrated Waste Strategy 2019 to 2029](#)

Indicators:

- Waste diversion rate
- Recycling rate
- Residual waste
- Illegal dumping
- Licence compliance



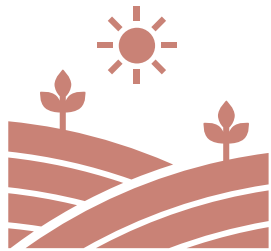
4: *Ethical* Growth

We manage growth and change responsibly

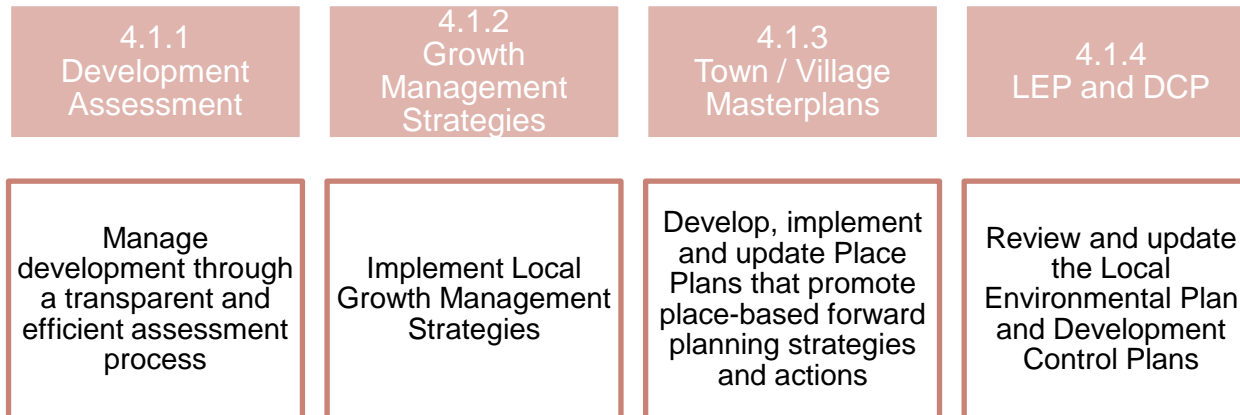
Strategies

- 4.1 Manage responsible development through effective place and space planning
- 4.2 Enable housing diversity and support people experiencing housing insecurity
- 4.3 Promote and support our local economy
- 4.4 Foster sustainable visitation and manage the impacts of tourism on the Shire
- 4.5 Support a resilient community that can adapt and respond to change

4.1 Manage responsible development through effective place and space planning



Delivery Program Priorities:



Related Strategies and Plans:

- [Byron Bay Masterplan](#)
- Local Growth Management Strategies:
 - [Rural Land Use Strategy](#)
 - [Residential Strategy](#)
 - [Business and Employment Lands](#)
- [Local Strategic Planning Statement](#)
- [Our Mullumbimby Masterplan](#)
- [Bangalow Village Plan](#)
- [Byron Arts & Industry Estate](#)
- [Federal Village Masterplan](#)

Indicators:

- Development applications
- Satisfaction with development application processing
- Satisfaction with planning for the development of the area

4.2 Enable housing diversity and support people experiencing housing insecurity



Delivery Program Priorities:

4.2.1 Housing insecurity

Seek opportunities that provide fair, appropriate, and affordable housing for people experiencing housing insecurity

4.2.2 Partnerships and pilots to address housing needs

Investigate partnerships and pilots that deliver an innovative and affordable housing model for the Shire

4.2.3 Legislation changes

Establish planning mechanisms and advocate for changes to legislation to support housing that meets the needs of our community

Indicators:

- Housing availability
- Satisfaction with housing type, tenure, and price in new development

IN FOCUS: Temporary Emergency Accommodation

In response to the 2022 flood events, Council has been working with the state government to support our flood affected communities to accommodate those displaced and or left homeless.

Temporary emergency accommodation options have been explored and enabled by the state government through legislative changes.

On privately owned land these options include:

- Extended stays in caravan parks or camping grounds.
- Installing a movable dwelling.
- Extension of the two-year exemption period for moveable dwellings.
- Councils can modify conditions for camping grounds.

Further information is available [online](#).



Pop-up villages

Across the Northern Rivers 17+ sites have been identified for temporary housing for 2000+ households.

These pop-up villages will be sited on approved council and crown land sites. The 'modular homes' are proposed to be in place for up to three years while the community rebuilds. The sites will be managed by Resilience NSW and a community housing provider for the time of their use.

Byron Shire has three sites identified as suitable for pop-up village use.

IN FOCUS: Partnership to deliver affordable housing

Council will be working with Landcom, the NSW Government's development agency in the development of up to 29 studios, one and two-bedroom units on a Council-owned carpark at 57 Station Street, Mullumbimby.

The project seeks to deliver an affordable housing development for people on low – moderate incomes.

Using a 12-step process, Landcom partners with Council to select a Community Housing Provider delivery partner and work collaboratively to optimise the planning, design, financing and housing delivery outcomes for all stakeholders.

Affordable Housing: 12 steps to delivery



Project Objectives

The objectives underpinning the project are:

- Develop the optimum amount of affordable housing that meets the community's needs
- Long-term tenure of the property as affordable housing
- Council to retain ownership (freehold or 99-year lease) of the car park
- Council contributes land only, with no additional funds required
- Landcom to perform its obligations on a "cost recovery" basis

Project Benefits

The benefits of project agreements (to both parties) can include:

- Greater levels of trust, respect and understanding between the parties.
- Enhanced planning processes for community development and the delivery of dynamic programs, activities and services involving the broader community.
- Increased knowledge, information, and resource sharing between the parties.
- Achievement of mutually desired outcomes.

4.3 Promote and support our local economy



Delivery Program Priorities:

4.3.1 Diverse economy

Develop a Business and Visitor Economy Strategy to support a resilient and diverse economy

4.3.2 Social enterprise

Support social enterprise and local procurement where appropriate

4.3.3 Business advice and support

Support, participate, and advocate for sustainable business

4.3.4 Employment

Support business initiatives that create local jobs

4.3.5 Food production and regenerative agriculture

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

Related Strategies and Plans:

- [Business and visitor economy strategy](#)
- Enterprising Byron

Indicators:

- Active businesses
- Rates of employment
- Satisfaction with support for local businesses
- Value of the local economy

4.4 Foster sustainable visitation and manage the impacts of tourism on the Shire



Delivery Program Priorities:

4.4.1
Destination
management

Encourage visitation
that aligns with our
culture and values

4.4.2
Short term holiday
letting

Lobby State
Government to
amend legislation to
better manage short
term holiday letting

4.4.3
Sustainable
visitation

Investigate
opportunities to
mitigate peak tourist
demands on local
amenity and
infrastructure

Related Strategies and Plans:

- [Business and visitor economy strategy](#)
- [Byron Shire Events Guide](#)

Indicators:

- Satisfaction with tourism management
- Value of visitor economy

4.5 Support a resilient community that can adapt and respond to change



Delivery Program Priorities:

4.5.1
Emergency
management

Support and
participate in local
emergency
management

4.5.2
Recovery

Support disaster
recovery following
the 2022 flood
events

4.5.3
Disaster Resilience

Support and
coordinate disaster
prevention,
preparedness,
response and
recovery activities

Related Strategies and Plans:

- Local Emergency Management Plan
- Local Recovery Plan

Indicators:

- Progress with delivery of the Flood Recovery Action Plan

A photograph of a white lighthouse with a black band around its middle, situated on a grassy cliff overlooking the ocean at sunset. The sky is a mix of orange and blue. A semi-transparent brown box is overlaid on the lower left of the image, containing text and a small graphic of a flag.

5: *Connected* Infrastructure

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

Strategies

- 5.1 Provide a safe, reliable, and accessible transport network
- 5.2 Connect the Shire through integrated transport services
- 5.3 Invest in renewable energy and emerging technologies
- 5.4 Provide accessible community facilities and open spaces
- 5.5 Provide continuous and sustainable water and sewerage management

5.1 Provide a safe, reliable, and accessible transport network



Delivery Program Priorities:

5.1.1 Road maintenance

Undertake road and transport network maintenance to meet the standards identified in the Asset Management Plan

5.1.2 Road renewal and upgrades

Deliver road renewal and upgrade capital works program

5.1.3 Active transport - pedestrians and cycleways

Deliver the actions identified in the Pedestrian Access and Mobility Plan and Bike Plan

5.1.4 Multi-Use Rail Corridor

Activate the rail corridor for multi-use that provides expanded active and shared transport options catering to visitors and residents

5.1.5 Restore road network

Restore the affected parts of the road network that were impacted by the 2022 flood events

Related Strategies and Plans:

- [Pedestrian Access and Mobility Plan](#)
- [Bike Plan](#)
- [Moving Byron](#)

Indicators:

- Condition of sealed and unsealed roads
- Satisfaction with local roads
- Delivery of capital work program
- Expansion of shared path/cycle network
- Satisfaction with bikeways and bicycle facilities
- Progress with delivery of Road Infrastructure Flood Recovery Action Sub Plan

IN FOCUS: Byron Shire Community Solutions Panel

In early 2018, Council undertook a bold new democratic exercise and ran a Community Solutions Panel to hear directly from a representative group of Byron Shire residents. The panel came up with a set of considerations, values, a decision making framework and infrastructure categories weighted by values to inform Council's priorities. The panel also outlined potential revenue options and how the community should continue to be involved in Council activities and decisions.

Their considerations were:

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

Their values were:

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

How the Panel's recommendations contributed to the Delivery Program

The Delivery Program was developed in consideration of the Panel's decision making framework. Many of the Panel's recommendations are put into practice every day, for example risk and safety is always the main concern when performing actions, regardless of what we're working on.

The Panel's full report which includes the Panel's vision, values, considerations and recommendations can be found [online](#).



5.2 Connect the Shire through integrated transport services



Delivery Program Priorities:

5.2.1 Regional transport links

Lead, engage and partner to develop a sustainable regional transport network that supports local roads to deliver services to our community

5.2.2 Public Transport

Advocate for public transport services across Byron Shire that are convenient, regular, and easy to access

5.2.3 Traffic management & reduced car dependence

Develop transport infrastructure and services that are accessible to all and meet a diverse range of needs and community expectations

5.2.4 Parking

Manage parking through effective controls that support Movement and Place Plans and are coordinated with other initiatives such as park and ride

Related Strategies and Plans:

- [Pedestrian Access and Mobility Plan](#)
- [Bike Plan](#)
- [Moving Byron](#)

Indicators:

- Satisfaction with public transport, traffic planning and management, and parking

5.3 Invest in renewable energy and emerging technologies



Delivery Program Priorities:

5.3.1 Future needs

Plan for the infrastructure needs of the current and future population

5.3.2 Electrification opportunities

Explore electrification opportunities as they arise

5.3.3 Green energy

Invest in green energy initiatives

5.3.4 Telecommunication

Advocate for more disaster resilient communication networks

Indicators:

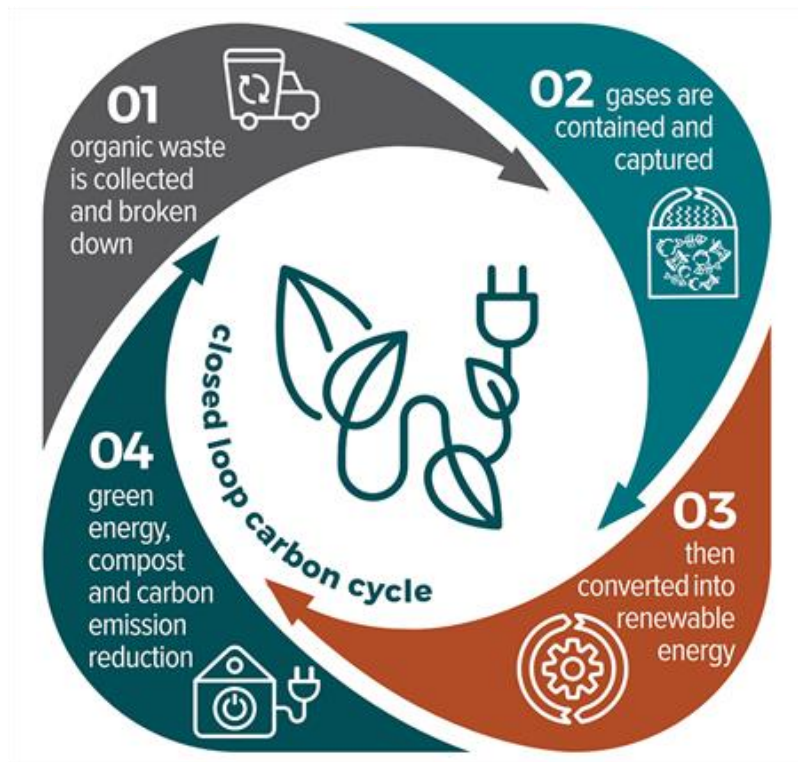
- Renewable energy

IN FOCUS: Bioenergy Facility

We are looking at the feasibility of a bioenergy facility in the Byron Shire. A smarter, local waste solution to convert organic green waste into renewable energy and a compost product.

The proposed location for the bioenergy facility is on Council land at the Byron Sewage Treatment Plant.

If successful, the Byron Bioenergy Facility would be the first of its kind in Australia.



What is bioenergy?

Bioenergy is converting organic waste into clean and green renewable energy. It's known as a closed-loop carbon cycle, because the carbon created will end up as plant matter and stays within the system.

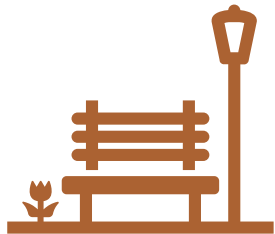
Dry anaerobic digestion uses oxygen-free conditions to break down organic matter inside a contained facility. The resulting biogas is converted into energy.

These are the steps in the bio-energy process.

1. Organic waste is collected and broken down.
2. Gases are contained and captured.
3. Then the gases are converted into renewable energy.
4. This results in green energy, a compost product and carbon emission reduction.
5. Dry anaerobic digestion DOES NOT use burning, incineration or combustion-based technology.
6. The Byron Bioenergy Facility would NOT USE forestry waste.

The infographic (left) steps out this process.

5.4 Provide accessible community facilities and open spaces



Delivery Program Priorities:

5.4.1 Community buildings

Ongoing maintenance and capital upgrades of community buildings with a focus on increasing accessibility

5.4.2 Parks and open spaces

Provide and maintain active and passive recreational community space that is accessible and inclusive for all

5.4.3 Public amenities

Provide safe and clean public amenities compliant to accessible standards

5.4.4 Sporting facilities and swimming pools

Ensure ongoing maintenance and upgrade of inclusive sporting facilities and swimming pools

5.4.5 Commercial facilities

Effectively manage Council owned commercial properties including holiday parks and Tyagarah airfield

Related Strategies and Plans:

- [Recreation Needs Assessment and Action Plan](#)
- [Plans of Management for Council Lands](#)

Indicators:

- Public Open Space
- Satisfaction with community halls, parks and playgrounds, public toilets, and town centres and public spaces

IN FOCUS: Byron Bay Skate Park and Recreation Precinct

From June 2022 we are upgrading the Sandhills area in Byron Bay to make it a vibrant public space that recognises the important cultural values of the site.

The first stage of the project is a skate park and recreation hub that will:

- Provide a high quality skate and recreation space connecting the town centre, environmental zones and existing facilities such as the Byron Youth Activities centre and the library.
- Protect and enhance the cultural values of the traditional owners of the site.
- Activate an area that is currently under-utilised.
- Discourage anti-social behaviour.



Funding

The State Government announced \$25 million for projects in the Byron Shire as part of the NSW Government Road and Infrastructure Election Commitment. \$2.05 million is allocated for the Sandhills Estate activation including a new skatepark and recreation precinct.

Related Information

- [Byron Bay Skate Park and Recreation Precinct - Final Concept Design and Consultation Storyboard](#)
- [Sandhills Estate Skate Park and Recreation Hub Concept Plans - March 2020](#)

5.5 Provide continuous and sustainable water and sewerage management



Delivery Program Priorities:

5.5.1 Water supply

Provide a continuous water supply that is maintained in accordance with NSW Health guidelines

5.5.2 Wastewater management

Manage effluent in an ecologically sustainable way that ensures public health and protects and enhances the natural environment

5.5.3 Stormwater

Provide stormwater infrastructure to manage flood mitigation and improve social and environmental outcomes

5.5.4 Water sensitive urban design

Improve Council's planning, processes and capacity to integrate water sensitive urban design into Council works and address catchment based priorities

Related Strategies and Plans:

- Strategic Business Plan for Water and Sewerage
- [Byron Shire Recycled Water Management Strategy 2017-2027](#)
- Integrated Water Cycle Management Plan
- [Water Sensitive Urban Design Policy and Strategy](#)

Indicators:

- Satisfaction with water supply
- Water expenditure
- Main breaks
- Satisfaction with sewerage management services
- Sewer expenditure
- Breaks and chokes to sewerage mains
- Recycled water consumption



BYRON
SHIRE
COUNCIL

FOR MORE INFORMATION

PO Box 219 Mullumbimby NSW 2482 (70 Station Street)

E : council@byron.nsw.gov.au

P: 02 6626 7000 | F: 02 6684 3018

www.byron.nsw.gov.au