

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.

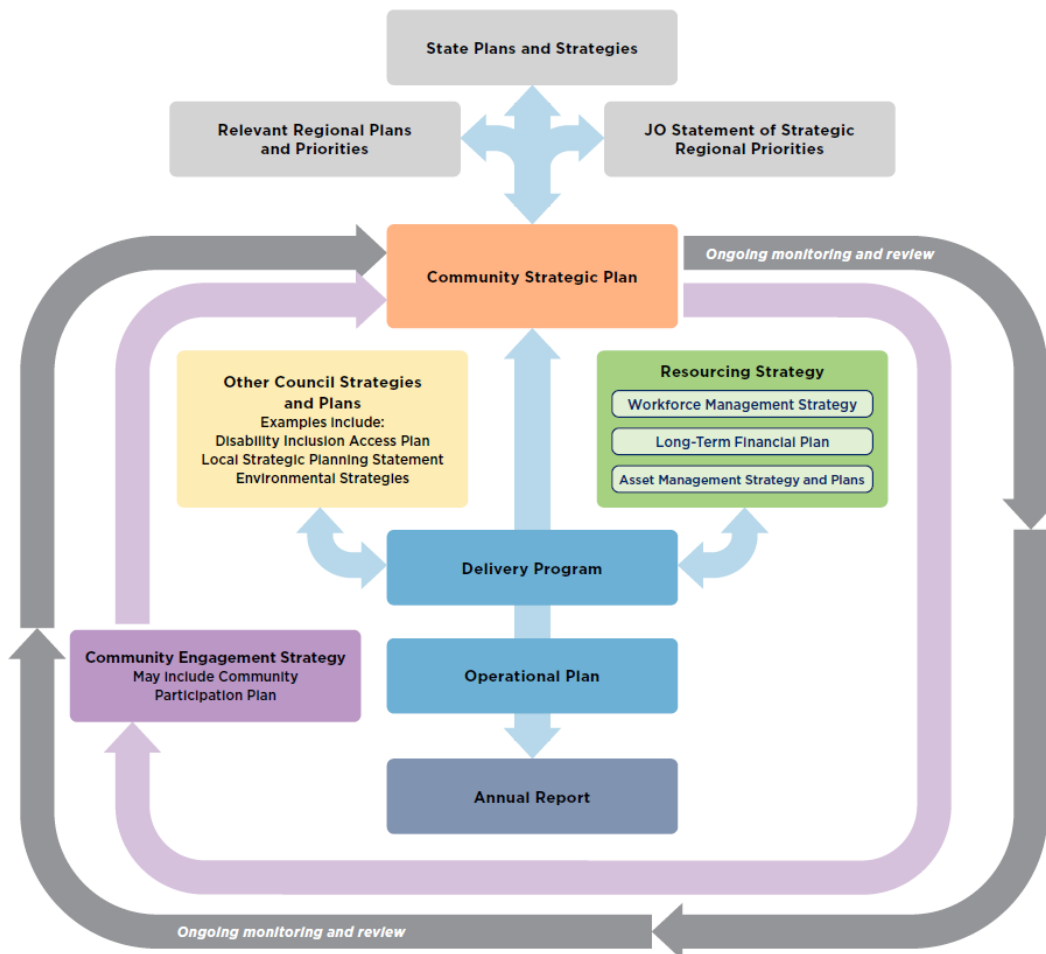
The 2020 Local Government election was postponed due to the COVID-19 pandemic, with the new Council elected in December 2021. This Delivery Program has been developed with the newly appointed Council in early 2022 and is Council's commitment to the community about what they will deliver during their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



**Cr Sama Balson**



**Cr Cate Coorey**



**Mayor Michael Lyon**



**Cr Duncan Dey**



**Cr Alan Hunter**



**Cr Sarah Ndiaye**



**Cr Asren Pugh**



**Cr Mark Swivel**



**Cr Peter Westheimer**

# Engagement timeline

## COMMUNITY SATISFACTION SURVEY

Survey to find out community's views on Council's performance

2020

MAY

## VISION REFRESH

Online feedback and visioning workshop to refresh vision in CSP

SEP

OCT

## WORKSHOPS

Workshops with selected community members to gain feedback on refreshed vision and refocus on CSP priorities

NOV

DEC

## UPDATED CSP

CSP will be updated to reflect community feedback

JAN

FEB

## DELIVERY FRAMEWORK

CSP will be incorporated into Council's delivery framework

JUN

## YOUTH SAY PROGRAM

Feedback on CSP objectives via Youth Say program. Key priorities include public transport, accessibility, littering, housing affordability, youth council

## SURVEY

Online survey to test the relevance of the CSP objectives and seek high level input from community on what is important in the next 10 years

## ELECTION

Council election on 4 December

## REPORT TO COUNCIL

Renewed CSP will be reported to the new Council for adoption



## 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

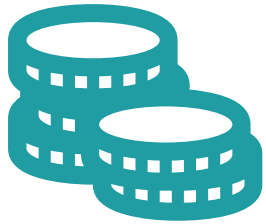
### Related Strategies and Plans:

- [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:

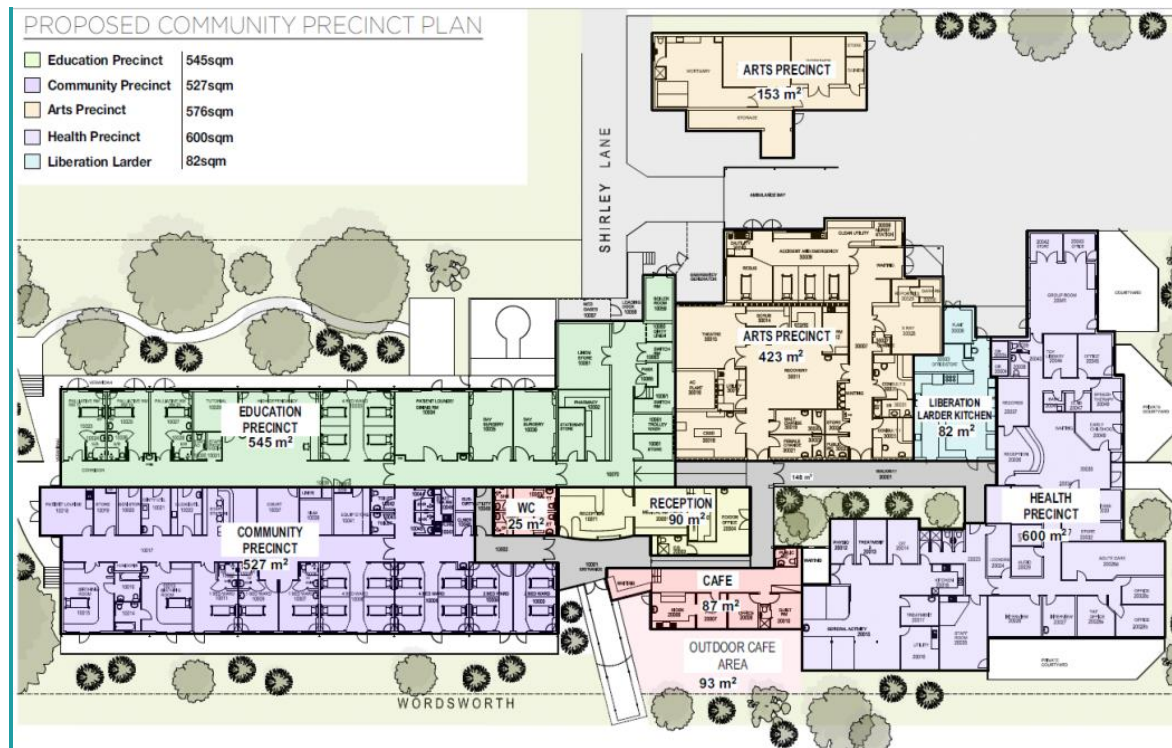
- Value of grants awarded by Council
- Community leadership and collaboration
- Volunteering rates and hours
- Satisfaction with support

## 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	2.1.2 Lone Goat Gallery	2.1.3 Events and festivals	2.1.4 Artistic and creative industries	2.1.5 Identity and Heritage
	Increase creativity in public spaces and build public art opportunities	Provide professional presentation space for artists and community at the Lone Goat Gallery	Support and enable arts & cultural activity, festivals, projects, and events	Build, support, and advocate for the artistic and creative industries of the Shire to inspire a thriving and sustainable arts community	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	2.3.2 Aboriginal cultural expression	2.3.3 Caring for Country and Aboriginal custodianship	2.3.4 Aboriginal history	2.3.5 Cultural and Economic Development
Develop strong and productive relationships that empower the Aboriginal community	Support First Nations cultural expression	Support initiatives that maintain cultural connection to country and foster opportunities for Aboriginal people to live and work on country	Recognise and acknowledge the importance of valuing Aboriginal history and cultural knowledge	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



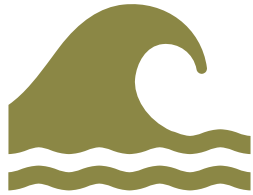
**Delivery  
Program  
Priorities:**

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	3.3.2 Floodplain management	3.3.3 Catchment health
Undertake Coastal Management Program planning and implementation	Mitigate the impact of flooding on private and public property	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	3.5.2 Recycling and circular economy	3.5.3 Waste collection and landfill	3.5.4 Education	3.5.5 Facilities and Services
Implement Integrated Waste Management and Resource Recovery Strategy - Towards Zero	Work with business and tourism sector to reduce waste to landfill	Maintain and enhance solutions to recover / treat / dispose of residual waste	Empower the community to increase avoidance, reuse, and recycling activities	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

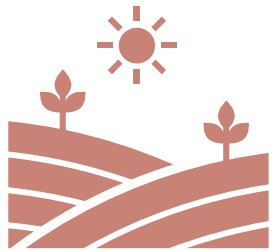
We manage growth and change responsibly

## Strategies

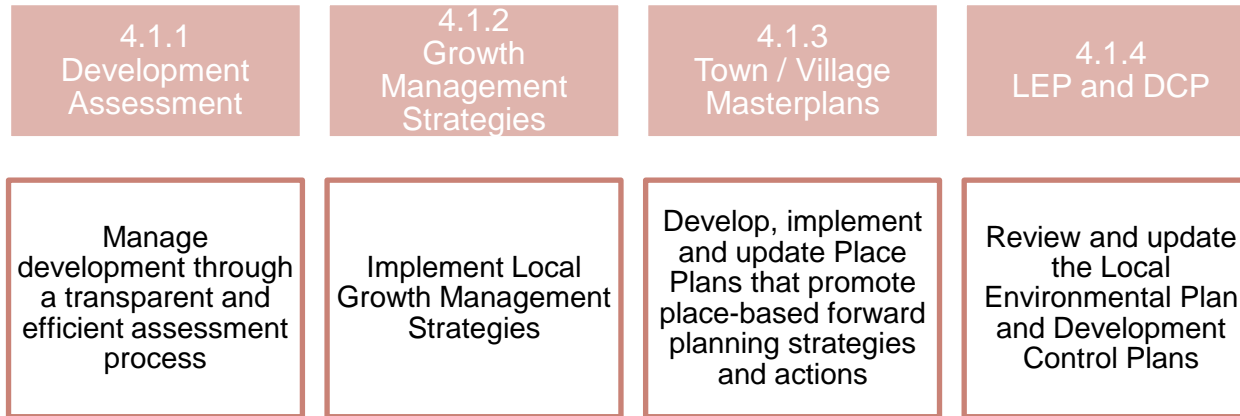
- 4.1 Manage responsible development through effective place and space planning
- 4.2 Enable housing diversity and support people experiencing housing insecurity
- 4.3 Promote and support our local economy
- 4.4 Foster sustainable visitation and manage the impacts of tourism on the Shire
- 4.5 Support 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.

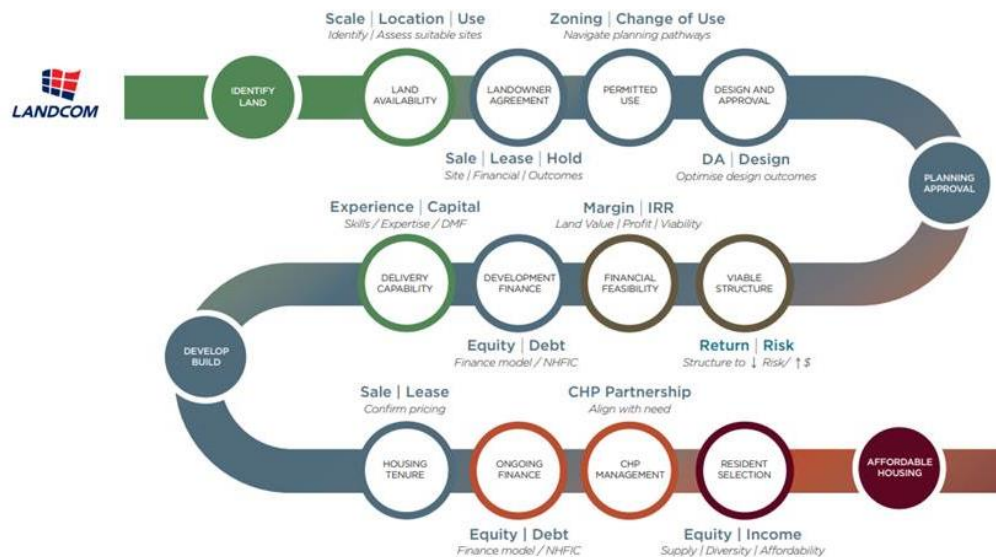
## IN FOCUS: Partnership to deliver affordable housing

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



## 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	5.1.2 Road renewal and upgrades	5.1.3 Active transport - pedestrians and cycleways	5.1.4 Multi-Use Rail Corridor	5.1.5 Restore road network
Undertake road and transport network maintenance to meet the standards identified in the Asset Management Plan	Deliver road renewal and upgrade capital works program	Deliver the actions identified in the Pedestrian Access and Mobility Plan and Bike Plan	Activate the rail corridor for multi-use that provides expanded active and shared transport options catering to visitors and residents	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:**

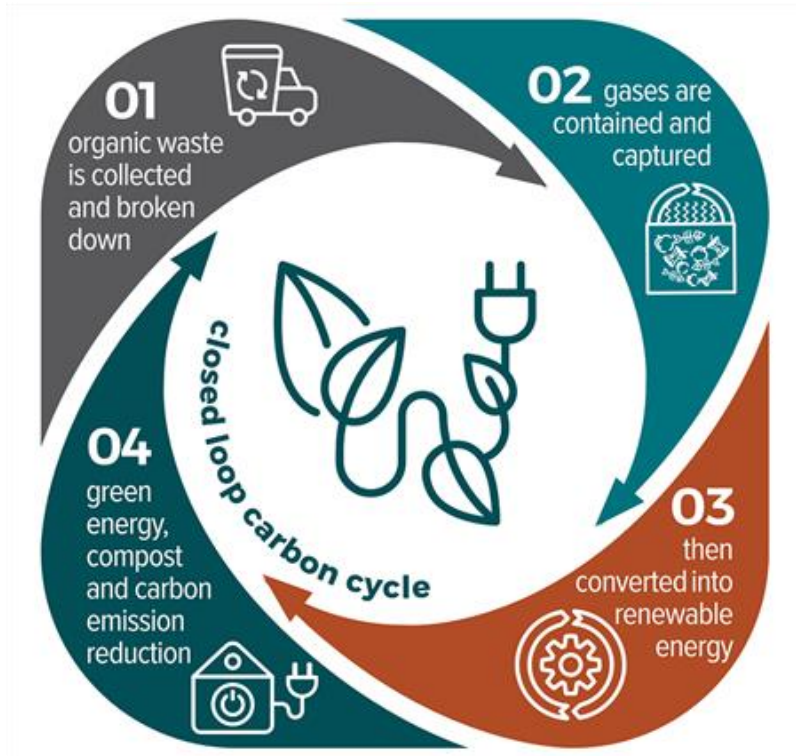
- Renewable energy

## 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.

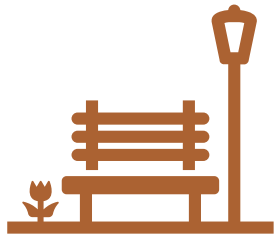
Dry anaerobic digestion uses oxygen-free conditions to break down organic matter inside a contained facility. The resulting biogas is converted into energy.

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	5.5.2 Wastewater management	5.5.3 Stormwater	5.5.4 Water sensitive urban design
Provide a continuous water supply that is maintained in accordance with NSW Health guidelines	Manage effluent in an ecologically sustainable way that ensures public health and protects and enhances the natural environment	Provide stormwater infrastructure to manage flood mitigation and improve social and environmental outcomes	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**

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