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.

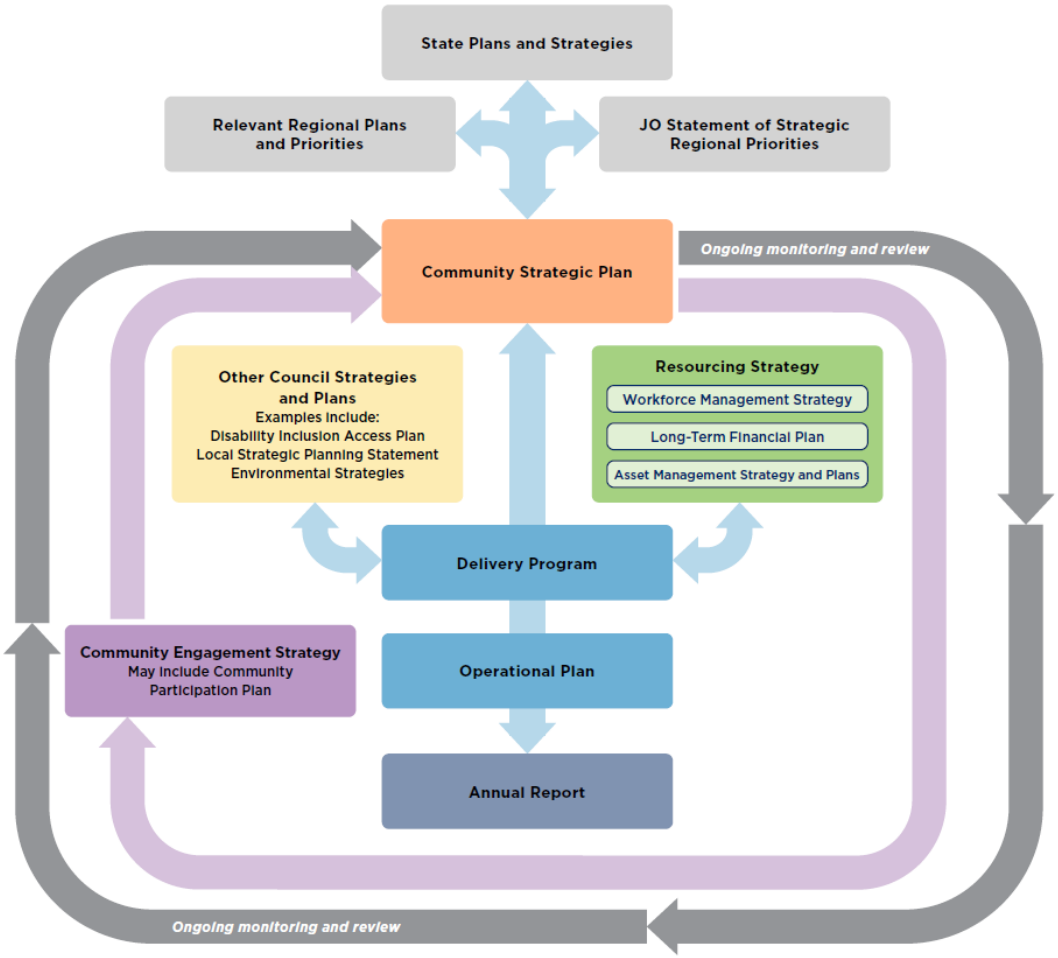
The 2020 Local Government election was postponed due to the COVID-19 pandemic, with the new Council elected in December 2021. This Delivery Program has been developed with the newly appointed Council in early 2022 and is Council's commitment to the community about what they will deliver during their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

2020

COMMUNITY SATISFACTION SURVEY
Survey to find out community's views on Council's performance

MAY

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

SEP

VISION REFRESH
Online feedback and visioning workshop to refresh vision in CSP

OCT

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

NOV

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

DEC

ELECTION
Council election on 4 December

JAN

UPDATED CSP
CSP will be updated to reflect community feedback

FEB

REPORT TO COUNCIL
Renewed CSP will be reported to the new Council for adoption

JUN

DELIVERY FRAMEWORK
CSP will be incorporated into Council's delivery framework

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.

Our Plan on a Page

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	1.2.2 Communication	1.2.3 Customer Service	1.2.4 Advisory Committees
Engage with community to inform Council decision making	Provide timely information to the community about Council projects and activities through traditional and digital media	Deliver efficient customer service consistent with our Customer Service Standards	Coordinate advisory committees to inform decision making on their areas of expertise

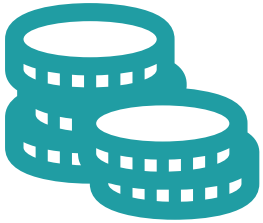
Related Strategies and Plans:

- 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	1.4.2 Continuous improvement and innovation	1.4.3 Regional networks	1.4.4 Workforce culture, leadership, and wellbeing
Develop and maintain effective relationships with other levels of government to advocate for the needs of the community	Use business insights and strategic corporate planning to continuously improve and innovate	Collaborate with regional partners to establish and contribute positively to regional goals and priorities	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 buiding, and cultivating community driven initiatives

Delivery Program Priorities:

1.5.1 Community grant programs	1.5.2 Collaboration and capacity building	1.5.3 s355 Committees	1.5.4 Volunteers
Provide financial assistance and grants to empower community groups and organisations to deliver priority projects	Collaborate with stakeholders to build community capacity	Support the management of community halls to delegated s355 committees	Provide meaningful and inclusive opportunities for volunteering

Indicators:

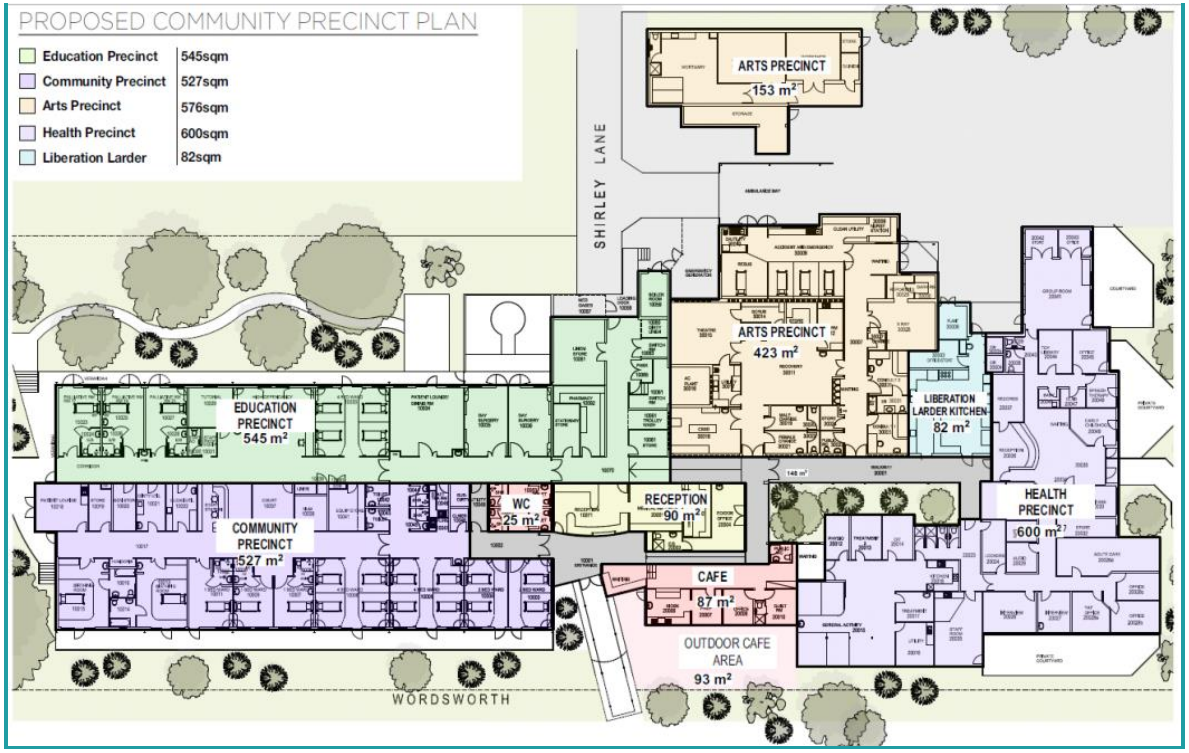
- Value of grants awarded by Council
- Community leadership and collaboration
- Volunteering rates and hours
- Satisfaction with support

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.

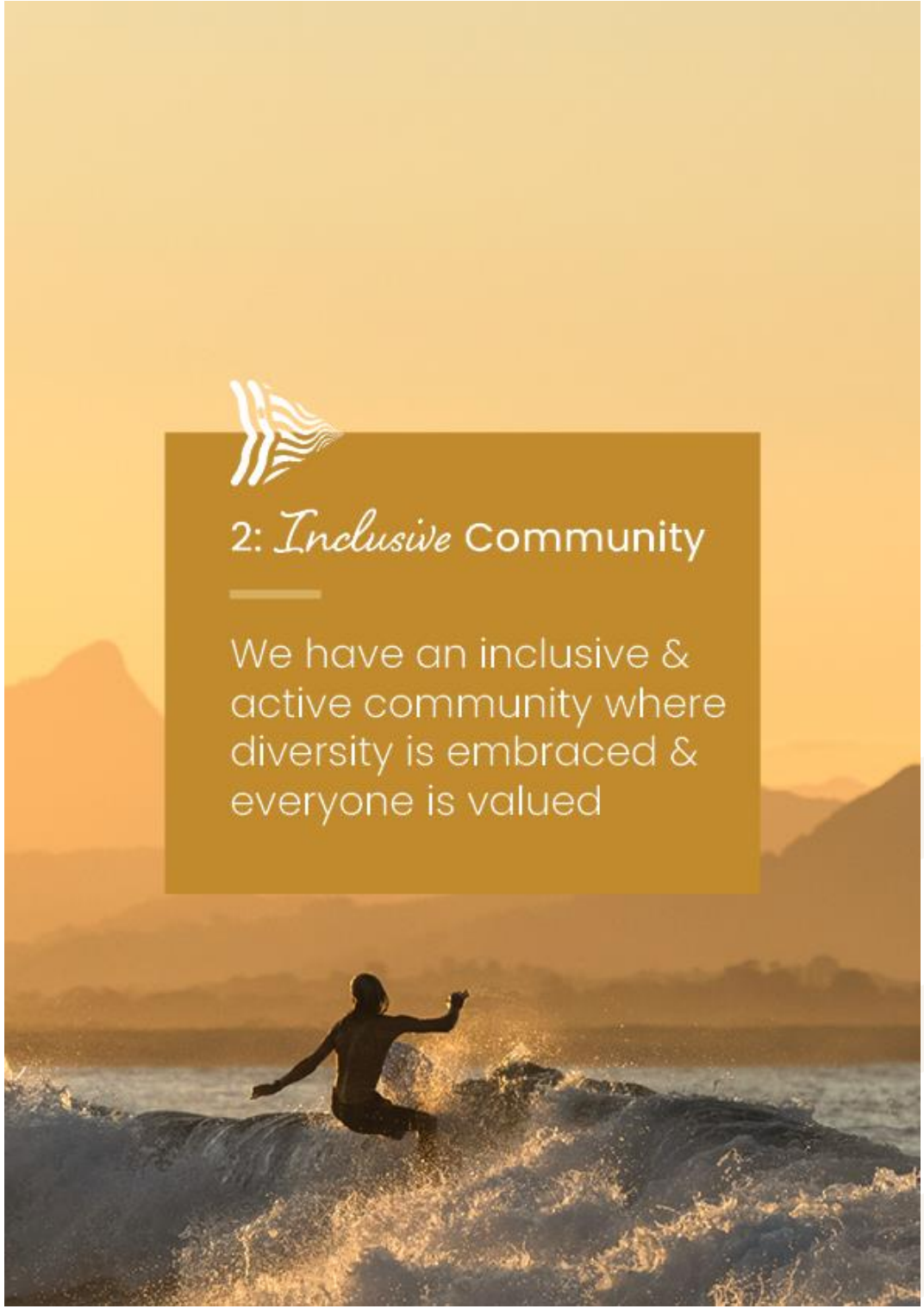


Byron Community Hub

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	2.2.2 Public health	2.2.3 Regulatory controls and compliance	2.2.4 Companion Animals
Support community driven safety initiatives	Protect, promote and control risks to public health	Enhance public safety, health and liveability through the use of Council's regulatory controls and services	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.

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.

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.

2.5 Create social impact and initiatives that address disadvantage

Delivery Program Priorities:

2.5.1 Access and inclusion	2.5.2 Advocacy	2.5.3 Rough sleeping
Improve access and inclusion for all community members, including people with disability	Advocate for services and funding to enhance social outcomes across the Shire	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.

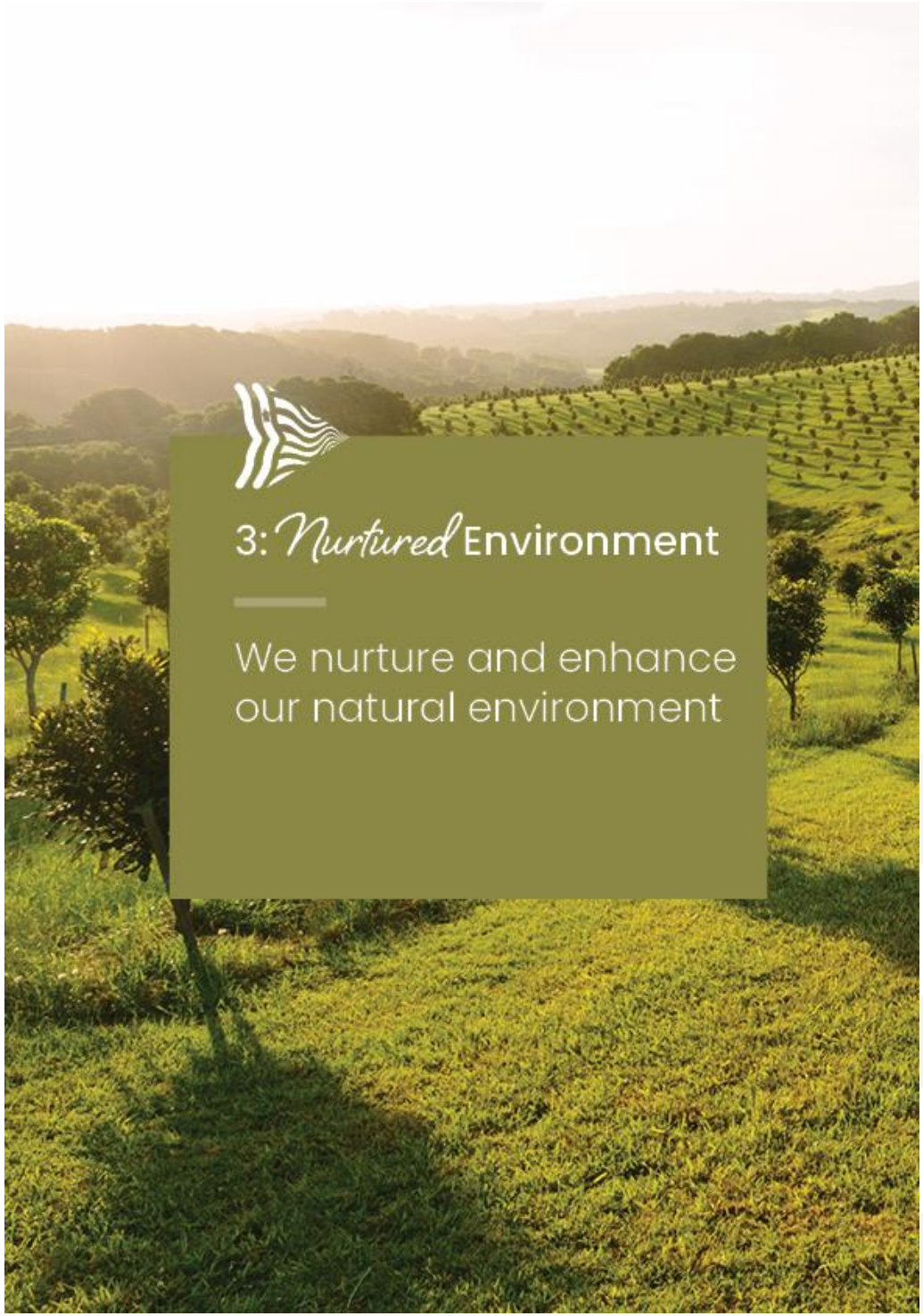
Organisations can use the collective, de-identified data to advocate for the change and resources needed to end homelessness in our community. The information collected will be used as evidence to support policy and systems changes to better help those who sleep rough, and to reduce the number of people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

End Street Sleeping Collaboration

ending rough sleeping
Byron Shire



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	3.1.2 Pest and weed management	3.1.3 Habitat restoration	3.1.4 Biodiversity
Use best practice land management to improve ecological resilience and reduce threats to biodiversity	Continue best practice Integrated Pest Management on council owned and managed land	Restore degraded areas that provide high environmental or community value	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	3.4.2 Climate change adaptation	3.4.3 Monitoring and reporting	3.4.4 Net Zero Emissions
Mitigate the risk of climate impacts through actions within Council's control	Enhance community resilience and ability to adapt before, during, and after climate events	Monitor and report on actions that aim to address climate change	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:

4.1.1 Development Assessment	4.1.2 Growth Management Strategies	4.1.3 Town / Village Masterplans	4.1.4 LEP and DCP
Manage development through a transparent and efficient assessment process	Implement Local Growth Management Strategies	Develop, implement and update Place Plans that promote place-based forward planning strategies and actions	Review and update the Local Environmental Plan and Development Control Plans

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	4.2.2 Partnerships and pilots to address housing needs	4.2.3 Legislation changes
Seek opportunities that provide fair, appropriate, and affordable housing for people experiencing housing insecurity	Investigate partnerships and pilots that deliver an innovative and affordable housing model for the Shire	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.

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	4.3.2 Social enterprise	4.3.3 Business advice and support	4.3.4 Employment	4.3.5 Food production and regenerative agriculture
Develop a Business and Visitor Economy Strategy to support a resilient and diverse economy	Support social enterprise and local procurement where appropriate	Support, participate, and advocate for sustainable business	Support business initiatives that create local jobs	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	4.4.2 Short term holiday letting	4.4.3 Sustainable visitation
Encourage visitation that aligns with our culture and values	Lobby State Government to amend legislation to better manage short term holiday letting	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:

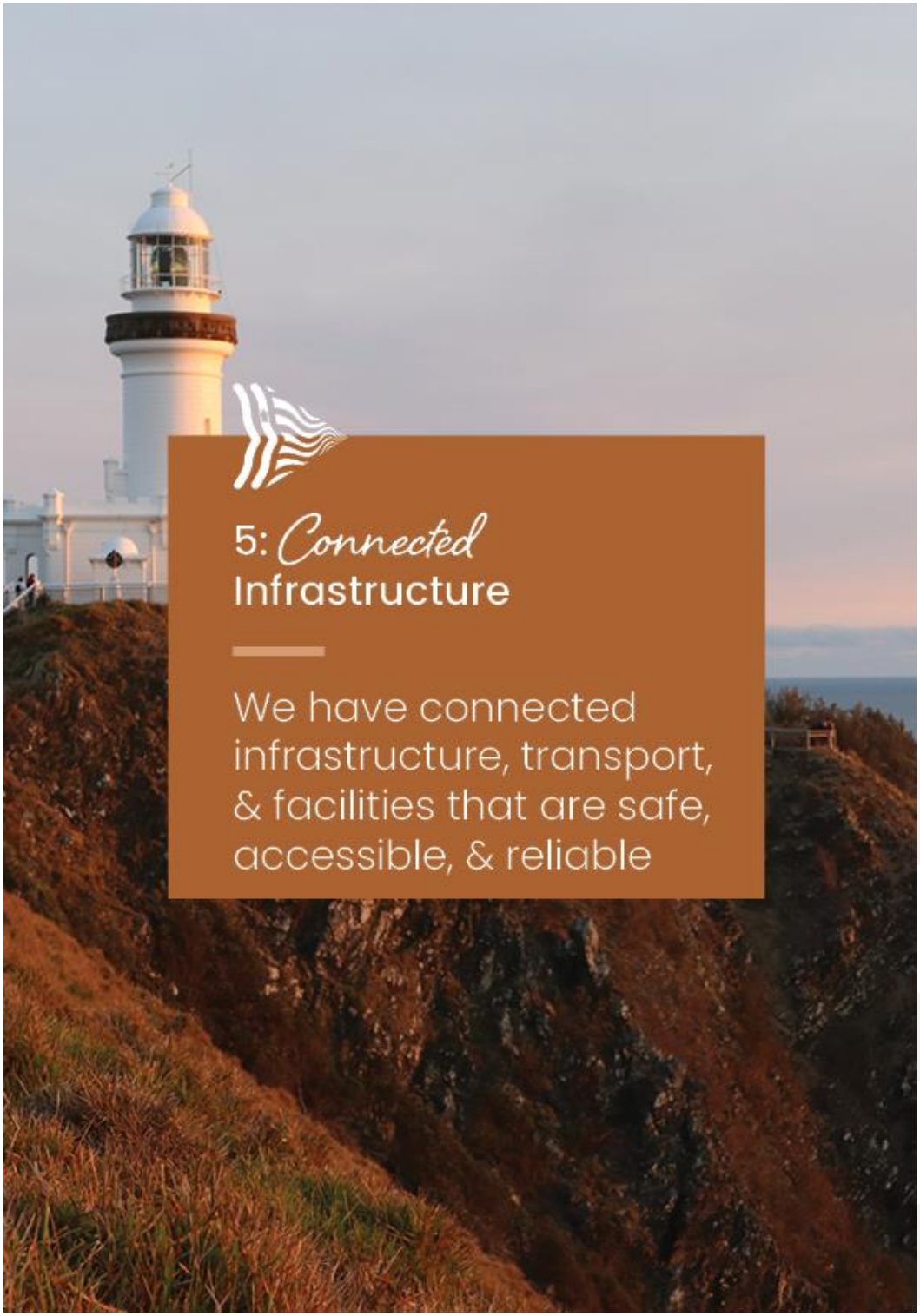
4.5.1 Emergency management	4.5.2 Recovery	4.5.3 Disaster Resilience
Support and participate in local emergency management	Support disaster recovery following the 2022 flood events	Support and coordinate disaster prevention, preparedness, response and recovery activities

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 maintenace 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	5.2.2 Public Transport	5.2.3 Traffic management & reduced car dependence	5.2.4 Parking
Lead, engage and partner to develop a sustainable regional transport network that supports local roads to deliver services to our community	Advocate for public transport services across Byron Shire that are convenient, regular, and easy to access	Develop transport infrastructure and services that are accessible to all and meet a diverse range of needs and community expectations	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	5.3.2 Electrification opportunities	5.3.3 Green energy	5.3.4 Telecommunication
Plan for the infrastructure needs of the current and future population	Explore electrification opportunities as they arise	Invest in green energy initiatives	Advocate for more disaster resilient communication networks

Indicators:

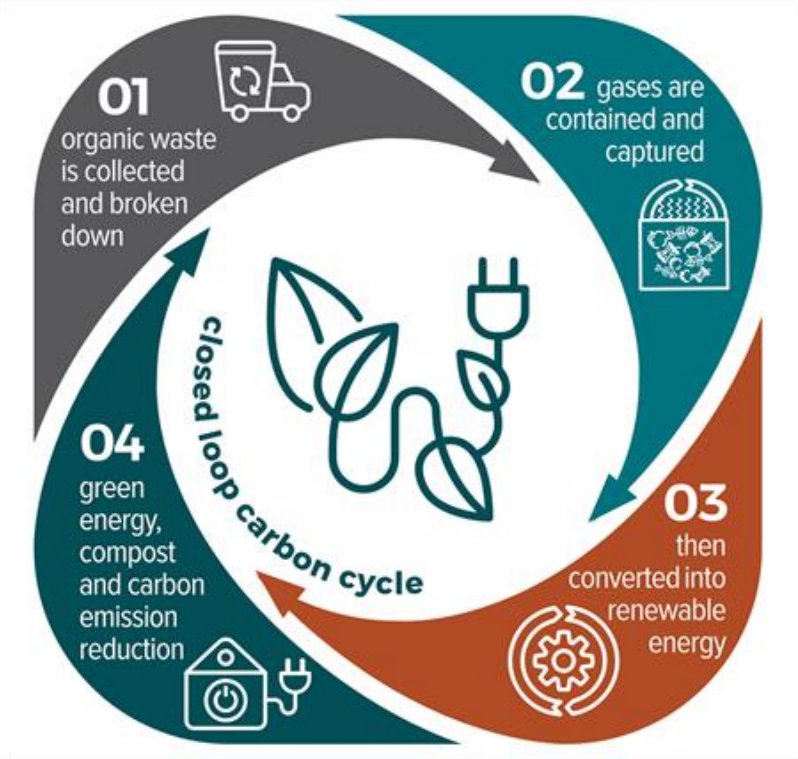
- Renewable energy

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.

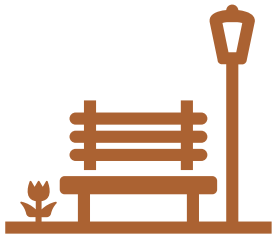
Dry anaerobic digestion uses oxygen-free conditions to break down organic matter inside a contained facility. The resulting biogas is converted into energy.

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	5.4.2 Parks and open spaces	5.4.3 Public amenities	5.4.4 Sporting facilities and swimming pools	5.4.5 Commercial facilities
Ongoing maintenance and capital upgrades of community buildings with a focus on increasing accessibility	Provide and maintain active and passive recreational community space that is accessible and inclusive for all	Provide safe and clean public amenities compliant to accessible standards	Ensure ongoing maintenance and upgrade of inclusive sporting facilities and swimming pools	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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