

# 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 eight 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 2021

## Youth Say Program

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

Sept 2021

## Vision Refresh

Online feedback and visioning workshop to refresh vision in CSP

Oct 2021

## 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 2021

## Workshops

Workshops with community members selected from the Citizen Lottery to gain feedback on refreshed vision and refocus on CSP priorities

Feb 2022

## Councillor Workshops

Newly elected Councillors set their priorities and commitments to the community in the Delivery Program

Dec 2021

## Election

Council election on 4 December

Mar/Apr 2022

## Exhibition

Draft CSP on public exhibition inviting submissions

Apr/May 2022

## Committees

Review of strategies with experts on each of Council's Advisory Committees

May 2022

## Community Conversation

Interactive online community workshop to get feedback on the draft Delivery Program

June 2022

## Adoption

The final documents endorsed and adopted by Council



## Vision



### Byron Shire is a 'meeting place'

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



Connect



Share



Grow



Inspire



Positive Change

## 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 the 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, inform, 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 the community

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 the natural environment



Partner to nurture and enhance biodiversity, ecosystems, and ecology

Deliver initiatives and education programs to encourage protection of the environment

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

Support and empower the community to adapt to, and mitigate the 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 the 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

Ensure infrastructure meets future needs and invest in 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, inform, 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:

Indicator	Definition	Baseline Result	Target
Code of Conduct Complaints	Number of finalised code of conduct complaints where there was found to be a breach	0 (FY22)	0
Diversity of elected representatives	% councillors that identify as: female, Indigenous; NESB; age <30; age >60	Data not yet available	✓ or ↑
Completion of Audit Plan	Proportion of Audit plans completed in specified timeframe	4 (FY22)	✓
Completion of report actions (from Audit plans)	Proportion of recommended Audit plan and report actions completed in specified timeframe	Based on the number of audit actions in the period.	✓

## 1.2 Engage, inform, 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

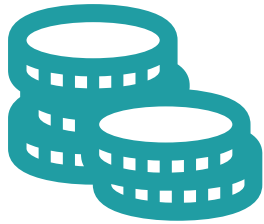
### Related Strategies and Plans:

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

### Indicators:

Indicator	Definition	Baseline Result	Target
Community consultation/ engagement	Residents' level of satisfaction with community consultation/ engagement	3.06 (2020)	✓
Participation in Council decision making	Residents' level of satisfaction with opportunities to participate in Council decision making	2.86 (2020)	↑
Digital platform engagement – Byron Shire website	Number of visits to Byron Shire Council website	257,569 (FY22Q1)	✓
Digital platform engagement Your Say Byron Shire	Number of visits to Your Say Byron Shire platform	8,657 (FY22Q1)	✓
Customer service satisfaction rating	Residents' level of satisfaction with the way their contact with Council was handled	3.52 (2020)	↑

## 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:

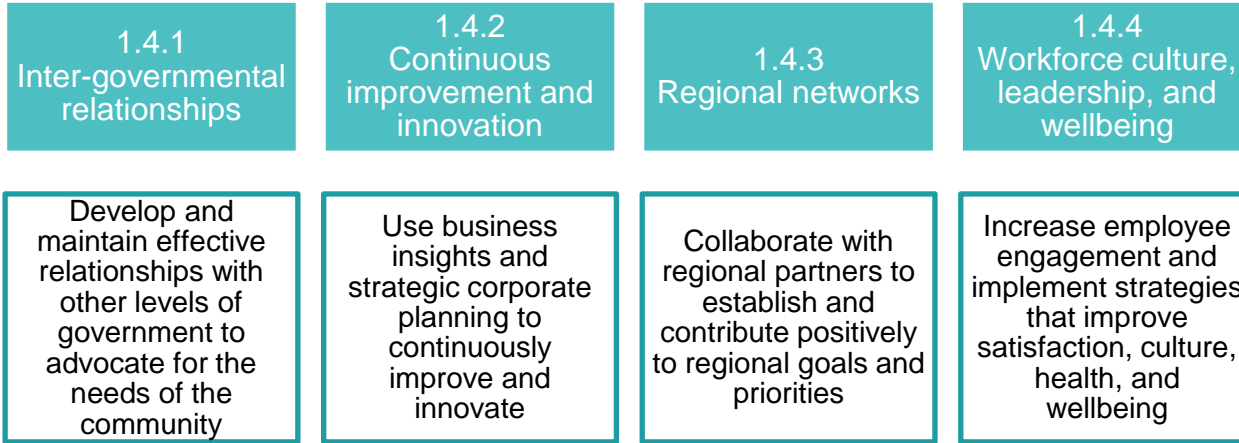
The financial performance benchmarks are prescribed by the Office of Local Government:

Indicator	Baseline Result (FY22)	Target
Operating performance ratio*	-5.41%	>0%
Unrestricted current ratio*	3.52x	>1.5x
Debt service cover ratio*	2.44x	>2x
Rates and annual changes outstanding percentage*	9.6%	<10%
Cash expenses cover ratio per annum*	8.89 months	>3 months
Own Source Revenue*	65.79%	>60%
Asset maintenance Ratio*	78.53%	>100%

# 1.4 Enhance organisation capability through innovative practices and regional partnerships



**Delivery Program Priorities:**



## Related Strategies and Plans:

- [Workforce Management Plan](#)

## Indicators:

Indicator	Definition	Baseline Result	Target
Resident satisfaction with overall performance	Resident satisfaction with the performance of Council over the past 12 months	3.09 (2022)	✓
Motivation and satisfaction scores	Organisational Culture Inventory (OCI) motivation and satisfaction scores	Motivation 3.89 Satisfaction 3.93 (2021)	↑
Workforce safety	Lost time injury rates	36 days per 100 employees (FY21)	↓

# 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

## Related Strategies and Plans:

- [Community Initiatives Program Guidelines](#)

## Indicators:

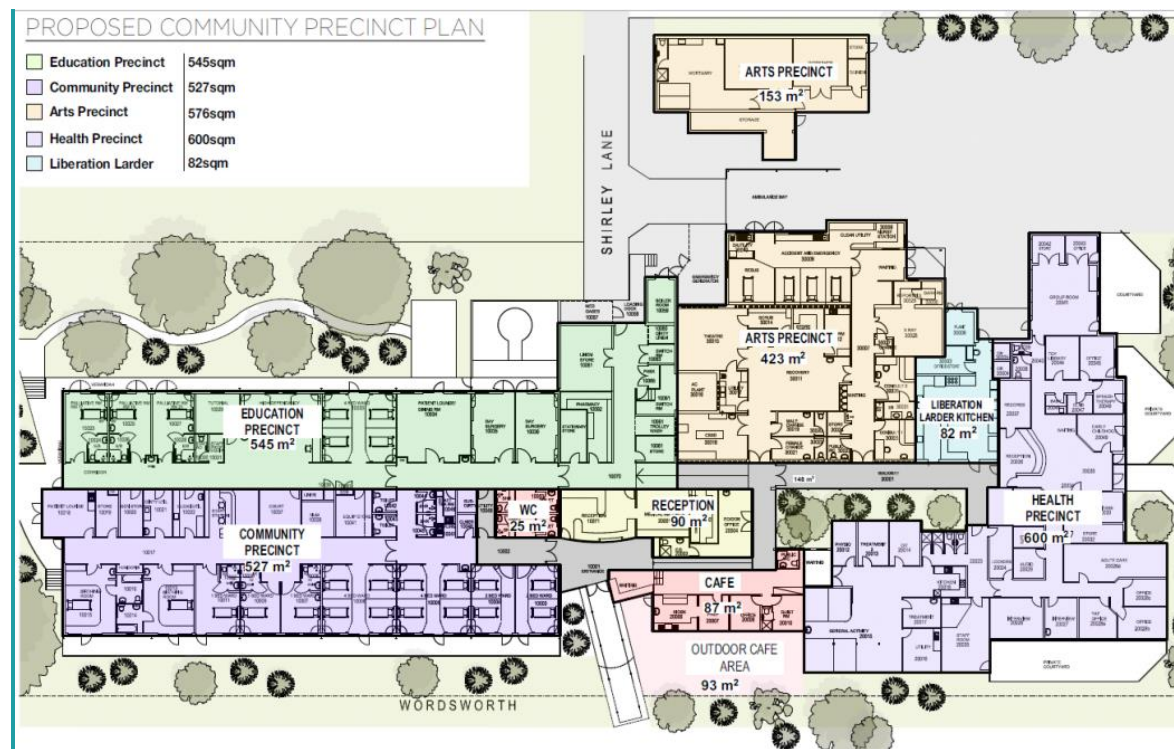
Indicator	Definition	Baseline Result	Target
Community grant supports	Value of grants and subsidies awarded by Council	\$590,823.66 (FY22)	✓
Satisfaction with support for volunteers	Residents' level of satisfaction with support for volunteers	3.49 (2020)	↑

## 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 the community
- 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 diverse stories including built, natural, and cultural heritage of the Shire

### Related Strategies and Plans:

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

### Indicators:

Indicator	Definition	Baseline Result	Target
Satisfaction with public art	Residents' level of satisfaction with public art	2.90 (2020)	↑
Satisfaction with festival and event management	Residents' level of satisfaction with festival and event management	3.32 (2020)	↑

## 2.2 Enhance safety and contribute to the physical, mental, and spiritual health and wellbeing of the community



### 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:

Indicator	Definition	Baseline Result	Target
Crime rates (against person)	Domestic violence related assault per 100K population	357.8 (2021)	↓
Crime rates (against person)	Non-domestic violence related assault per 100K population	556.3 (2021)	↓
Crime rates (against property)	Malicious damage to property per 100K population	858.2 (2021)	↓
Satisfaction with public health and safety management program	Residents' level of satisfaction with public health and safety management	Question to be added to the next Community Survey	Target to be specified once baseline is established
Satisfaction with companion animal management	Residents' level of satisfaction with companion animal management	New question to be added to the next Community Survey	Target to be specified once baseline is established

## 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:

Indicators will be developed in consultation with Aboriginal community stakeholders.

## 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:

Indicator	Definition	Baseline Result	Target
Satisfaction with libraries	Residents' level of satisfaction with libraries	4.18 (2020)	✓
Library circulation	Library circulation per capita	9.92 (2020/21)	✓
Youth population	% of population who are 15-24 years and younger	8.8% (2021)	✓
Children developmentally on track	Children developmentally on track across all 5 AEDC domains	Physical – 85.9 Social – 87.5 Emotional – 84.0 Language – 91.1 Communication – 92.9 (2021)	✓
Satisfaction with early childhood education and care services	Residents' level of satisfaction with childcare services	3.72 (2020)	↑

## Indicators (cont):

Indicator	Definition	Baseline Result	Target
Children enrolled in preschool	Proportion of children aged 4-5 enrolled in a preschool or other preschool program	55.85% (2021)	✓
Young people in employment, education or training	% of population aged 15-24 who are in any combination of employment, education and training (partially or fully engaged)	56.8% fully engaged 22.3% partially engaged 10.2% disengaged 10.8% not stated (2021)	✓
Post-school qualifications	Annual apprenticeships & traineeships completions trend	-	Target to be specified once baseline is established

## 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	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:

Indicator	Definition	Baseline Result	Target
Accessibility and Inclusion	Access and Inclusion Index score	-	Target to be specified once baseline is established
Rates of homelessness	Estimated number of people experiencing homeless	327 (2016)	↓

## 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.

# 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 accessible parking to ensure appropriate and safe loading space, and increase drop-and-ride locations
- **LC-4** Undertake accessibility upgrades to existing bus shelters across the Shire.
- **LC-5** 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-6** Consider and accommodate a range of visible and invisible disabilities during public events, including physical access, low energy, hearing and vision related considerations.
- **LC-7** Increase and improve accessible parks, playgrounds and recreation facilities, including adequate seating accessible play equipment
- **LC-8** 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** Develop information and resources for distribution to business community
- **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** Improve accessibility of work sites (Administration building and Depot).
- **ME-5** Provide more guidance and training on inclusive language.
- **ME-6** Improve and increase the availability of accessible meeting rooms and completion of access audits.
- **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 the natural environment

## Strategies

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

## 3.1 Partner to nurture and enhance 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

### 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](#)

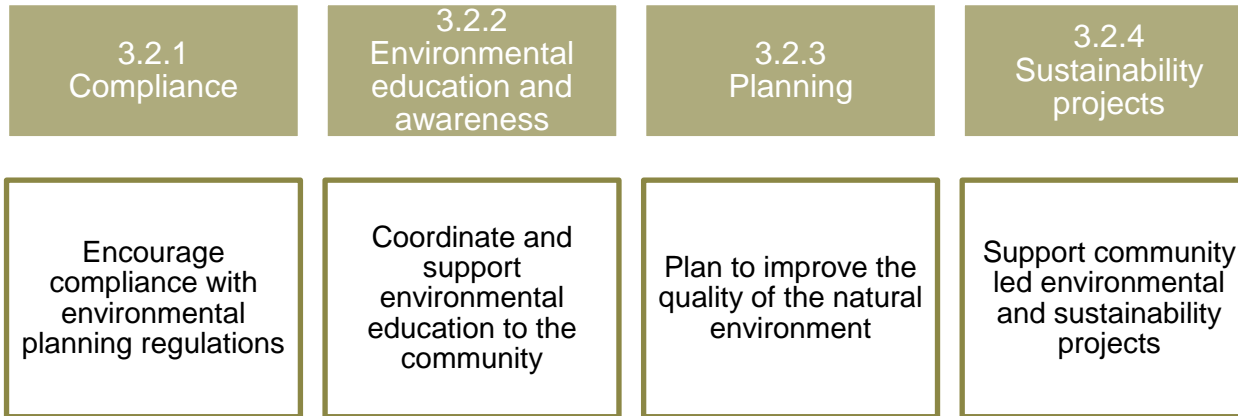
### Indicators:

Indicator	Definition	Baseline Result	Target
Pest animals and plants	Number of new pests	-	Target to be specified once baseline is established
Bush regeneration (Council land)	Hectares of bush/natural areas regenerated per annum (ha) on Council land	Total bushland reserves owned or managed: 634 Ha Maintenance level: 114Ha Sites In Progress: 225 Ha	✓

## 3.2 Deliver initiatives and education programs to encourage protection of the environment



**Delivery  
Program  
Priorities:**



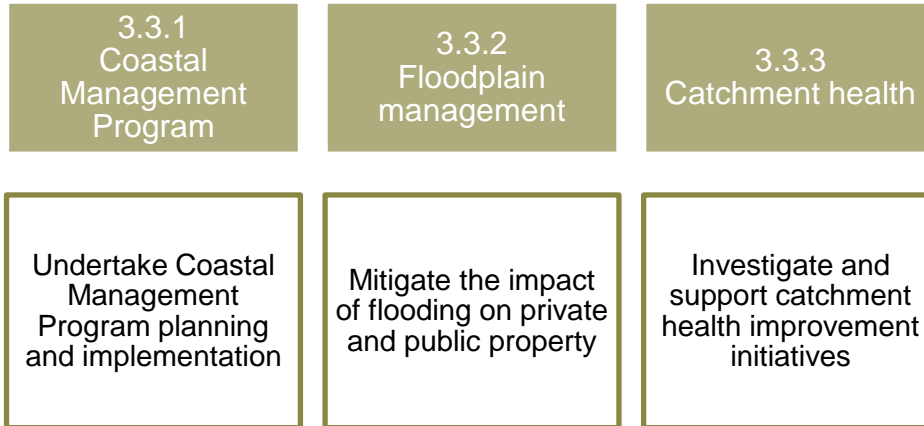
### Indicators:

Indicator	Definition	Baseline Result	Target
Engagement in education programs	Number of participants involved in the various environmental education programs run by Council	-	Target to be specified once baseline is established
Landcare volunteering	The number of volunteers involved in Landcare activities	-	Target to be specified once baseline is established

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



**Delivery Program Priorities:**



### Related Strategies and Plans:

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

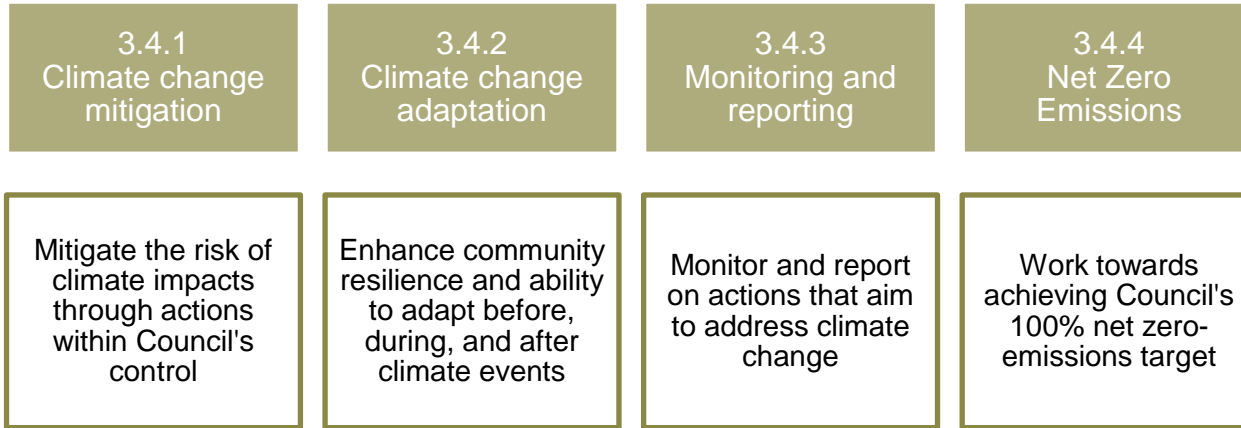
### Indicators:

Indicator	Definition	Baseline Result	Target
Satisfaction with the management of waterways and beaches, including creeks and wetlands	Residents' level of satisfaction with coastline management	3.05 (2020)	↑
Beach and coastline health	Beachwatch program monitors and reports on recreational water quality at seven swim sites, testing for Enterococci bacteria (colony forming units per 100ml)	Regular results posted online	<41 = Good rating

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



### Delivery Program Priorities:



### Related Strategies and Plans:

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

### Indicators:

Indicator	Definition	Baseline Result	Target
Renewable energy	Proportion of Council's energy needs sourced through renewable energy per annum	100%	✓
Net council carbon emissions	The <a href="#">National Greenhouse and Energy Reporting (NGER)</a> methodology is being used to monitor and report on Council's emissions.	14,190 net emissions (offset) (tCO <sub>2</sub> e)	✓

## 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:

Indicator	Definition	Baseline Result	Target
Waste diversion rate	% of total waste diverted from landfill (tonnes)	63.51%	↑
Recycling rate	% of total recyclable waste collected that is recycled (tonnes)	Baseline data being established to distinguish between business and tourism sector (currently included in overall diversion)	Target to be specified once baseline is established
Illegal dumping	Number of illegal dumping incidents recorded	450 illegal dumping incidents for 2021-22	↓
License compliance	Annual returns for NSW EPA Licenses are submitted on time with any non-conformances actioned.	EPL 6057 and 13127 Annual Returns	✓





## 4: *Ethical* Growth

We manage growth and change responsibly

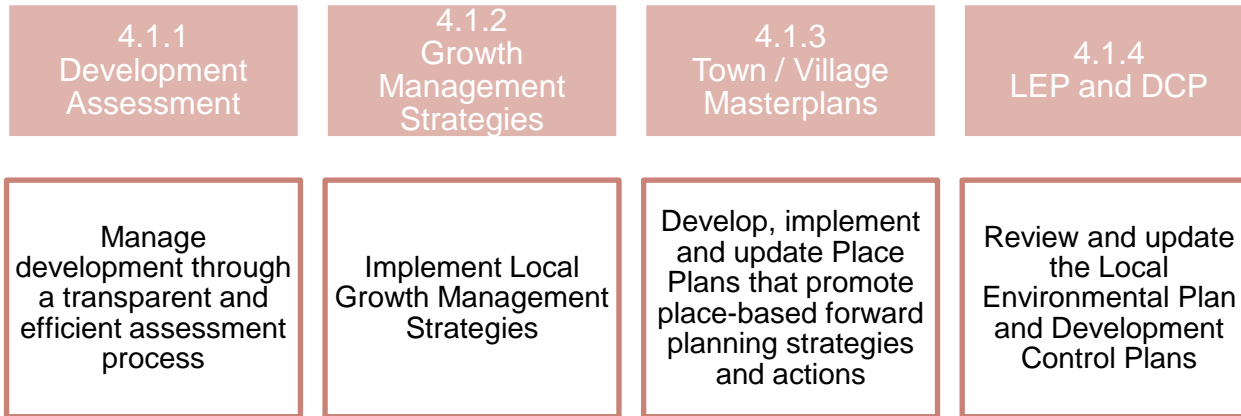
## Strategies

- 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 the 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:

Indicator	Definition	Baseline Result	Target
Development applications	Number of development applications per annum	795 (FY22)	✓
Satisfaction with development application processing	Residents' level of satisfaction of development application processing	2.55 (2020)	✓

## 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:

Indicator	Definition	Baseline Result	Target
Housing supply	Number of approvals for residential development and types of dwellings	197 (July-Dec 22) Data for dwelling types being collated.	↑
Housing tenure	Percent of housing owned, rented, or social housing in the Shire	60% purchasing or fully owned their home 26.2% renting privately 1.7% social housing (2021)	✓

## 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.

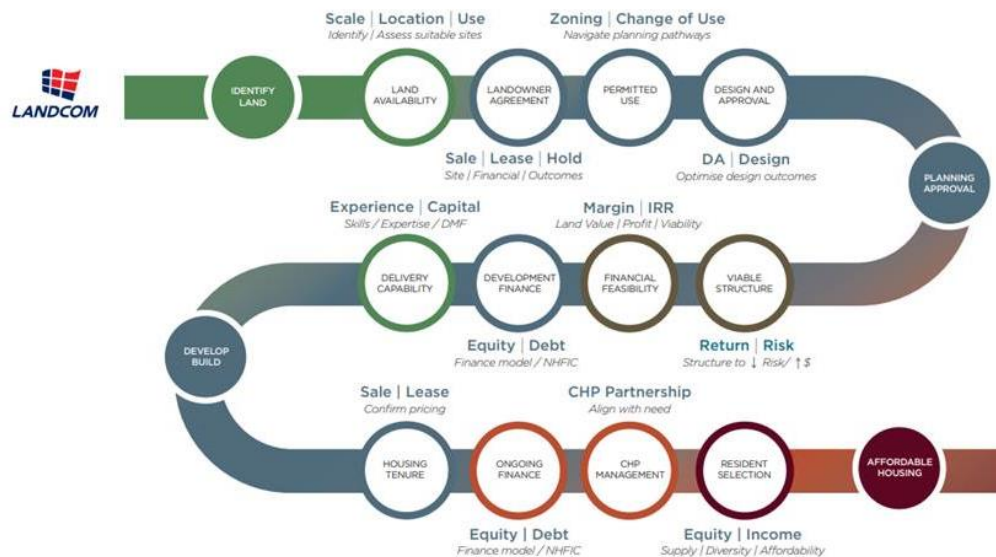
## IN FOCUS: Partnership to deliver affordable housing

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 the 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

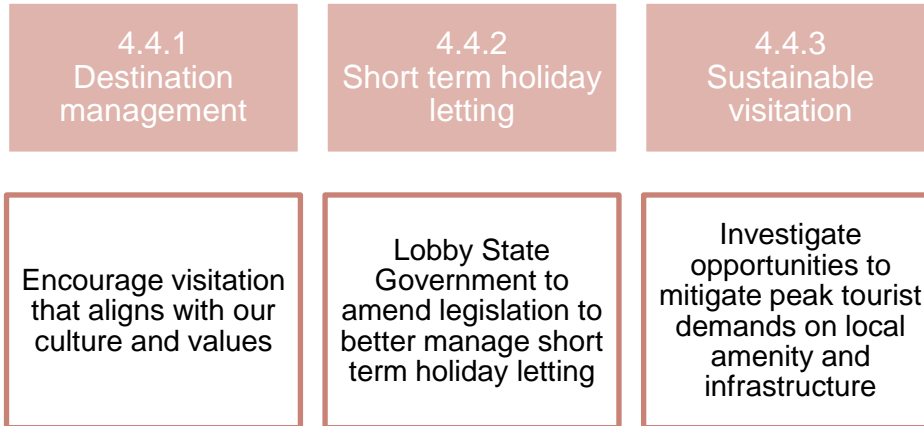
### Indicators:

Indicator	Definition	Baseline Result	Target
Value of the local economy	Gross regional product	\$1.88 billion; 1/1% growth in past year (Jun 2021)	✓
Satisfaction with support for local businesses	Residents' level of satisfaction of Council's support for local businesses	-	Target to be specified once baseline is established
Rates of unemployment	Unemployment rate	4.4 (March 2022)	✓

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



### Delivery Program Priorities:



### Related Strategies and Plans:

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

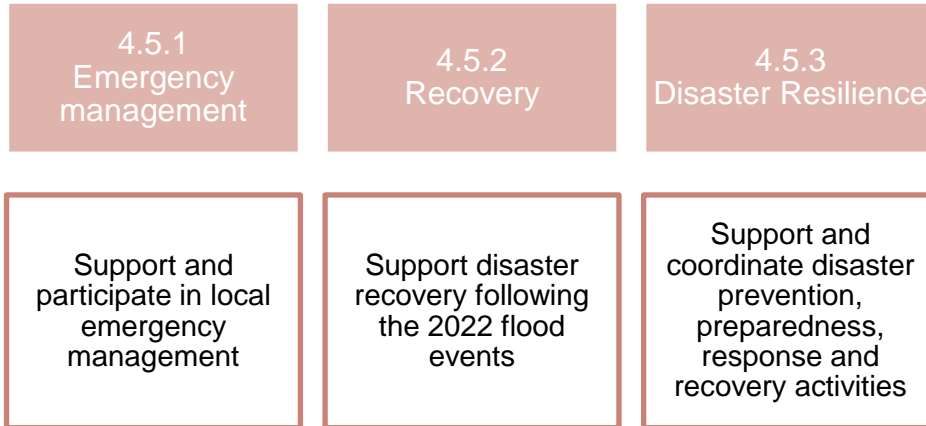
### Indicators:

Indicator	Definition	Baseline Result	Target
Value of visitor economy	Value added (\$) by visitor-related industries: retail trade; accommodation and food services; arts and recreation services	Retail trade: \$106.7m Accommodation/ food services: \$149.7m Arts and recreation: \$12.2m (2020/21)	✓ or ↑

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



### Delivery Program Priorities:



### Related Strategies and Plans:

- Local Emergency Management Plan
- Local Recovery Plan

### Indicators:

Indicator	Definition	Baseline Result	Target
Recovery Action Plan	Recovery Action Plan completion progression	Newly adopted plan. Reporting not yet required.	✓
Disaster Resilience	Australian Disaster Resilience Index (0 - low to 1 - high)	Moderate. Bangalow: 0.5872 Brunswick Heads - Ocean Shores: 0.5774 Byron Bay: 0.5557 Mullumbimby: 0.5150	↑





## 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 Ensure infrastructure meets future needs and invest in 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:

Indicator	Definition	Baseline Result	Target
Condition of sealed and unsealed roads	% of sealed and unsealed roads in 'Fair' condition or above (1=excellent, 2=good, 3=fair, 4=poor, 5=very poor)	Sealed: 88.1% Unsealed: 54.3% (22FY)	↑
Satisfaction with local roads	Residents' satisfaction with local roads	1.69 (2020)	↑
Satisfaction with bikeways and bicycle facilities	Residents' level of satisfaction with bikeways and bicycle facilities	2.61 (2020)	↑
Pedestrian access and mobility	% PAMP completed works	Baseline data to be established	Target to be specified once baseline is established

## 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:

Indicator	Definition	Baseline Result	Target
Satisfaction with public transport	Residents' level of satisfaction with public transport	2.08 (2020)	↑
Satisfaction with traffic planning and management	Residents' level of satisfaction with traffic planning and management	2.36 (2020)	↑
Satisfaction with parking	Residents' level of satisfaction with parking	2.62 (2020)	↑

## 5.3 Ensure infrastructure meets future needs and invest in 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:

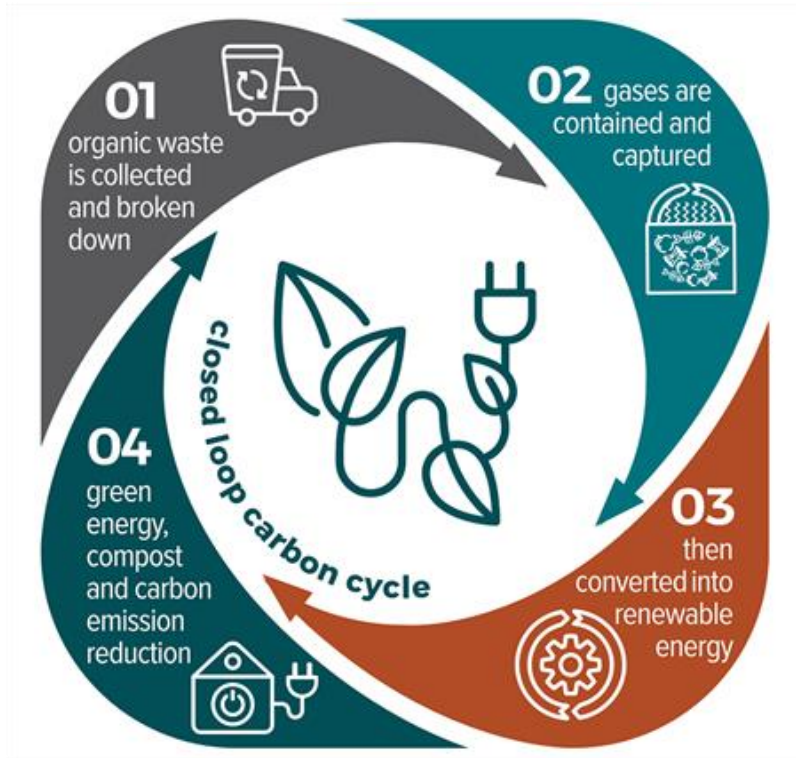
Work will continue to identify suitable indicators for this strategy.

## 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:

Indicator	Definition	Baseline Result	Target
Satisfaction with community halls	Residents' level of satisfaction with community halls	3.88 (2020)	↑
Satisfaction with parks and playgrounds	Residents' level of satisfaction with parks and playgrounds	3.89 (2020)	↑
Satisfaction with town centres and public spaces	Satisfaction with quality of town centres and public spaces	3.23 (2020)	✓
Satisfaction with public toilets	Residents' level of satisfaction with public toilets	2.49 (2020)	↑
Satisfaction with sporting facilities	Residents' level of satisfaction with sporting facilities	3.59 (2020)	↑

## 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

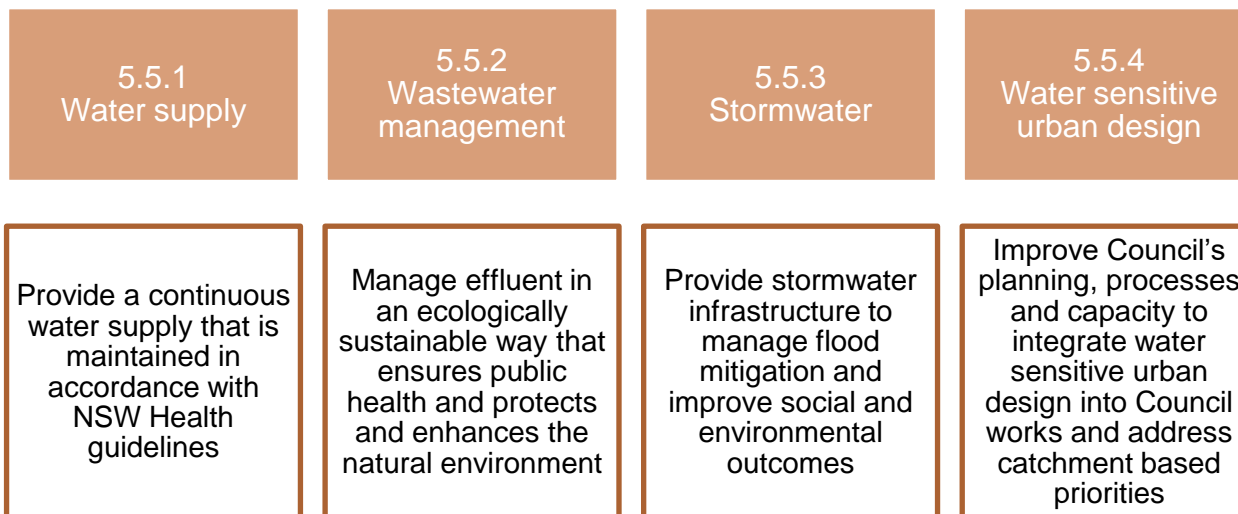
- [Byron Bay Skate Park and Recreation Precinct - Final Concept Design and Consultation Storyboard](#)
- [Sandhills Estate Skate Park and Recreation Hub Concept Plans - March 2020](#)



## 5.5 Provide continuous and sustainable water and sewerage management



### Delivery Program Priorities:



### 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](#)
- [Byron Shire Council Drinking Water Management System 2021 \(DWMS\)](#)

### Indicators:

Indicator	Definition	Baseline Result	Target
Satisfaction with water supply	Residents' level of satisfaction with water supply	4.14 (2020)	✓
Byron Bay Urban Recycled Water Scheme consumption	Proportion of water used for urban purposes that is recycled	10%	↑
Satisfaction with sewerage management services	Residents' level of satisfaction with sewerage management services	3.78 (2020)	↑
Breaks and chokes to sewerage mains	Breaks and chokes per 100km	50	↓

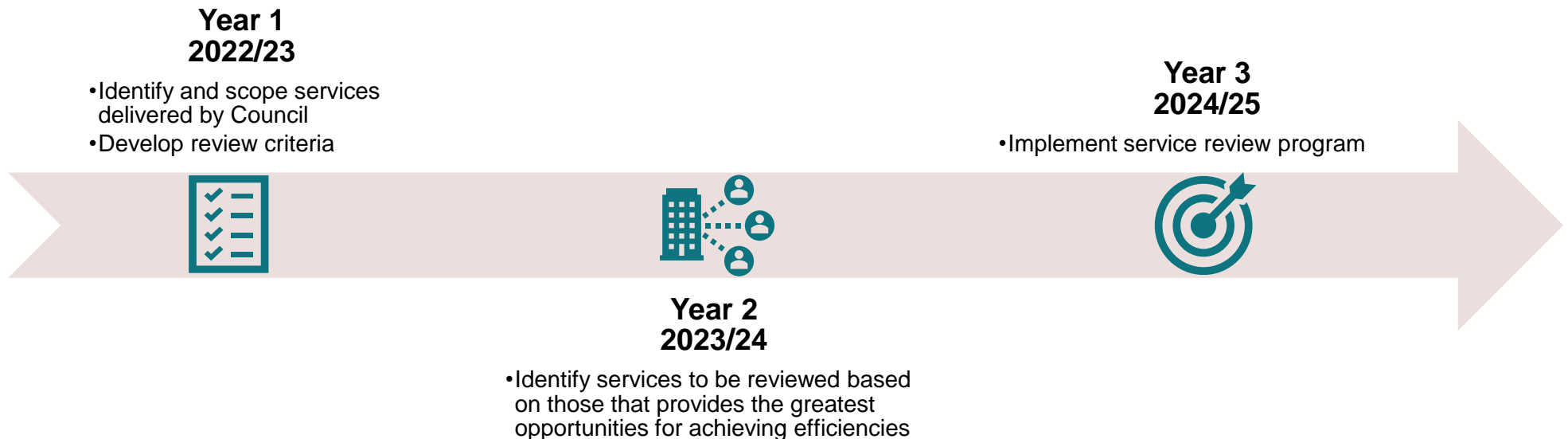
# Service Reviews

Council is committed to continually improving how services are delivered within available resources. Council will develop a service review framework that focuses on ways to better meet the community's expectations around priorities and service levels.

The purpose of a service review framework is to develop a methodical approach to continuous improvement. Service reviews focus on the quality and efficiency of services, to ensure that they meet the needs and expectations of the community. The benefits of implementing a service review framework are realised through:

- Improved service quality and user satisfaction
- Increased efficiency and effectiveness of council services
- Enhanced accountability and transparency in service delivery
- Better outcomes for the community as a whole

## Process



## Services

Service Type	Service
<b>Enabling Services</b>	Financial Management and Planning
	Accounts
	Rates and Revenue
	Legal Services
	Governance
	Elected Representatives
	Integrated Planning & Reporting
	Risk and Insurance
	Grants
	Procurement
	Customer Service
	Information and Communication Technology
	Records Management
	Cyber Security
	Business Systems
	Emergency Management Response (LEMO)
	Depot Operations
	Workforce Planning
	Learning and Development
	Health and Injury Management
	Payroll

<b>Community Services</b>	Access and Inclusion
	Aboriginal Projects
	Arts and Culture
	Lone Goat Gallery
	Library Services
	Children's Services
	Disaster Recovery and Resilience
	Regulatory Controls and Enforcement
	Companion Animals
	Public Health and Safety
	Homelessness Supports
	Events
	Communications, Marketing and Media
	Community Engagement
<b>Community Assets</b>	Parks and Recreation
	Public Buildings and Facilities
	Public Amenities
	Vegetation and Bushfire Management
	Cemeteries
	Cavanbah Centre
	Bush Regeneration and Dune Care
	Holiday Parks
	Tyagarah Airfield
	Leasing and Licensing

<b>Planning and Development</b>	Development Assessment	
	Certification and Inspections	
	Town Planning	
	Local Approvals	
	Strategic Land Use Planning	
	Place Planning	
	Natural Environment	
	Coastal and Estuary Management	
	Animal Conservation and Control	
	Sustainable Agriculture and Regenerative Farming	
	Climate Change Mitigation and Adaptation	
	Economic Development	
	<b>Infrastructure</b>	Roads
		Bridges/Culverts
Footpaths and Cycleways		
Quarry Operations		
Strategic Asset Management		
Major Projects		
Property Development		
<b>Utilities</b>	Water	
	Sewer	
	Trade Waste	
<b>Waste &amp; Cleansing</b>	Resource Recovery	
	Waste Collection	
	Tip Shop	



**BYRON**  
**SHIRE**  
**COUNCIL**

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