

# Community Engagement Report

Operational Plan and Budget 2024/25



**BYRON**  
SHIRE  
COUNCIL

## Acknowledgment of Country

Byron Shire Council acknowledges Traditional Aboriginal Custodians and recognises the continuing connection to lands, waters and country.

We recognise and respect the Bundjalung of Byron Bay – Arakwal and the Widjabul Wia-bal Peoples native title rights and interests within the Shire.

Byron Shire Council also acknowledges the Tweed Byron, Jali and Ngulingah Local Aboriginal Land Councils under the Aboriginal Land Rights Act NSW 1983.



## Background

The Byron Shire Council Draft 2024/25 Operational Plan and Budget has been developed to comply with the Local Government Act and the Office of Local Government Integrated Planning and Reporting Guidelines.

Councils are required to establish and implement a community engagement strategy when developing plans, policies, and programs and for the purpose of determining activities [Local Government Act 1993 s402(A)].

Leading the Council's planning hierarchy, the **Community Strategic Plan** identifies the community's main priorities and expectations for the future and ways to achieve these goals. The Byron Shire Community Strategic Plan 2032 was developed through community engagement in 2021 and endorsed for public exhibition in February 2022. The Community Strategic Plan outlines the 'vision' of the community over the next 10 years centred on the five community objectives:

1. Effective Leadership – We have effective decision making and community leadership that is open and informed
2. Inclusive Community – We have an inclusive and active community where diversity is embraced and everyone is valued
3. Nurtured Environment – We nurture and enhance the natural environment
4. Ethical Growth – We manage growth and change responsibly
5. Connected Infrastructure – We have connected infrastructure, transport, and facilities that are safe, accessible, and reliable.

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.

The Operational Plan details the individual actions Council will undertake during the next financial year to achieve the strategies of the Delivery Program. Strategies in the Delivery Program and the actions outlined in the Operational Plan will be guided by consultation with community representatives, stakeholders and the wider community.

## Engagement Overview

Council resolved (**24-180**) to place the Draft Operational Plan and associated Draft 2024/25 Budget Estimates, Draft 2024/25 Statement of Revenue Policy including Fees and Charges and Option 2 rating structure be placed on public exhibition for a period of 28 days.

The documents were publicly exhibited from 19 April to 17 May 2024,

Table 1 below details the engagement activities undertaken on the 2024/25 Operational Plan, Budget and Fees and Charges during the public exhibition period.

**Table 1: Summary of engagement activities**

19 April 2024	Draft documents placed on public exhibition.
	<p><b>Promotion</b></p> <ul style="list-style-type: none"> <li>• <a href="#">YourSay page</a></li> <li>• <a href="#">Media Release</a></li> <li>• Advertisement in 'Byron Shire Echo' Newspaper</li> <li>• Council ENewsletter</li> <li>• Instagram posts</li> <li>• Facebook posts</li> <li>• Emails to network groups including Byron Shire Citizen Lottery</li> <li>• Community Roundtable</li> </ul>
	<p><b>Information sessions</b></p> <ul style="list-style-type: none"> <li>• Two community conversation events held:             <ul style="list-style-type: none"> <li>○ In person: 5 - 7pm, 30 April 2024, Byron Shire Council Chambers</li> <li>○ Online: 4 – 6pm, 7 May 2024</li> </ul> </li> </ul>
	<p><b>Submissions</b></p> <ul style="list-style-type: none"> <li>• Online submission form</li> <li>• Copies of documents and submission templates in Council Administration Building foyer</li> <li>• Consultation with Access Consultative Working Group</li> </ul>
17 May 2024	Close of public exhibition period.

## Engagement

### Online Engagement Impact

The draft documents were posted to Council's online [YourSay page](#) with consultation details and submission form



329

Your Say page  
views



74

Community  
conversations page  
views



110

Draft Operational  
Plan 2024 to 2025  
downloads



85

Draft Detailed  
Budget Estimates  
and Revenue  
Policy downloads

### In-person Engagement

Two 'Community Conversation' events were held consisting of a presentation from staff and question time to provide an open forum for discussion. The sessions were promoted using the methods listed in Table 1 and attracted a total of three participants. The presentation delivered at the sessions included:

- Introduction to Integrated Planning and Reporting and the Operational Plan
- Rationale and explanation for Council finances
- Key projects for each program area over the next year

High level themes that participants raised at the workshops included:

- Open space management
- Disaster resilient infrastructure design
- Road maintenance and upgrades
- Community consultation processes
- Development environmental controls and compliance
- Road safety

Slides are available at Appendix A

## Submissions

Council received 18 submissions from community members pertaining to the draft documents during the public exhibition period. Staff have reviewed the submissions and provided commentary.

Table 2 provides a summary of the submissions organised by linkage to Council's integrated planning and the response and subsequent recommendation from staff.

### Access Consultative Working Group

A session was held with Council's Access Consultative Working Group (ACWG) to collect feedback on the Operational Plan activities that correspond to Council's Disability Inclusion Action Plan (DIAP) 2022-2026. Feedback from the ACWG as well as the staff response is given in Table 3 below.

More information on the ACWG and DIAP is available on Council's website: [Resources for People with Disabilities - Byron Shire Council \(nsw.gov.au\)](https://www.nsw.gov.au/resources-for-people-with-disabilities).

**Table 2 – Submissions for consideration in the Operational Plan and Budget 2024/25**

IP&R link	Submission comments	Responsible unit	Response	Recommendation to Council	Reference
<p><b>1.2.1</b> Community-led decision making - Engage with community to inform Council decision making</p>	<p>As a community group we’re very thankful to the council for the various opportunities we are given to provide feedback to, and engage with, council staff and councillors on behalf of our community and we are very happy to see the above DP priority included in the operational plan. The key words in the priority are “community-led”, “engage with” and “inform council”.</p> <p>The above DP priority has the following 4 sub-activities with the following completion statements:</p> <p>Activity 1.2.1.1 – “Provide opportunities for the community to have input, comment and feedback to Council on projects and matters of interest” with a Completion Statement of “Projects are promoted via Council’s online digital communications platform and the website”.</p> <p>Activity 1.2.1.2 – “Support staff to consider communication and engagement as part of all project development and implementation” with a completion statement of “Development of inclusive communication and engagement plans for significant projects and activities”.</p> <p>Activity 1.2.1.3 – “Hold quarterly Community Roundtable meetings” with a completion statement of “Three to four community roundtables held per year”.</p> <p>Activity 1.2.1.4 – “Prepare the 2025-2035 Community Strategic Plan” with a completion statement of “Community Strategic Plan adopted by Council”.</p> <p>In relation to Activity 1.2.1.1 above, we do not feel that the completion statement is sufficient to demonstrate the activity was carried out. Promotion of projects alone does not demonstrate that the community was able to have input, provide feedback or comment. We suggest the completion statement be expanded.</p> <p>In relation to Activity 1.2.1.2 above, we feel this activity could go further and also demonstrate the level of success achieved with the engagement plans developed.</p> <p>In relation to Activity 1.2.1.3 above, we feel that either the wording of the activity needs to be expanded, or the completion statement needs to be more meaningful for the activity to contribute to the priority. If the objective is to simply hold a meeting then the activity and the completion statement are both adequate, but this of course is not the case.</p> <p>In relation to the overall DP Priority 1.2.1, we feel that to properly measure if you have achieved “community-led” decision making, and “engagement with” the community to “inform council” decision making there needs to be a more concrete instrument of measurement in addition to the 4 completion statements currently proposed. We would suggest the inclusion of a 5th activity that measures the level of engagement achieved and how “heard” the community feels. There is a lot cynicism within the community about participating in council’s current Have Your Say type activities, and</p>	<p>General Manager / Media &amp; Communications</p>	<p>More information is provided below but in relation to the Operational Plan (OP) activity measurements, OP activities and their measures are operational by their nature, but then there are also the <a href="#">Outcomes Measurement Framework</a> monitoring overall outcomes against the priorities. Combined, the OP and DP measurements systems monitor both day to day activities and the collective outcomes achieved against the Delivery Program priorities such as whether the community feels sufficiently ‘informed’ and ‘involved’ or how satisfied community members are with opportunities to participate in decision making etc.</p> <p>Processes involving engagement at Council are guided by IAP2, the internationally accepted standards relating to public participation.</p> <p>Council staff must meet legislative requirements in relation to engagement for a range of projects and in many instances feedback/submissions received during consultations serve to inform Councillors who have the responsibility for making decisions about different matters.</p> <p>In general terms the purpose of an engagement piece is to provide people with the knowledge of, information and means and ability to make a submission on a topic.</p> <p>Often the engagement process is described as flawed or ineffective when the decision/outcome is not what is championed by some people.</p> <p>The level of engagement achieved is relative to each project and interest in the community. Council staff consistently strive to promote opportunities for people to share their opinions on different matters, but it needs to be noted that what some people see as important is not necessarily a view shared by all and State and Federal legislation and regulations can sometimes dictate the process, time and scope of some engagement activities.</p> <p>The actions and activities in the OP are broad descriptors.</p> <p>Each quarter a report is compiled, and published in Council’s meeting agendas, that provides details on work relating to the actions and activities detailed in the Operational Plan (OP).</p> <p>Activity 1.2.1.1 and 1.2.1.2 The information provided in the quarterly Operational Plan report provides details on the projects that were promoted via Council’s Your Say section of the website.</p> <p>With respect to the comment relating to demonstrating the level of success achieved with engagement plans, projects vary in size, scope and impact. Staff are asked to consider how to measure the success of engagement as part of the development of their engagement plans.</p> <p>Activity 1.2.1.3 The Community Roundtable is one action in a suite that collectively work towards engaging with the community to inform Council decision-making.</p>	<p>No change required.</p>	<p>E2024/62177</p>

IP&R link	Submission comments	Responsible unit	Response	Recommendation to Council	Reference
	we regularly received feedback from the community about council ticking boxes and providing feedback being a waste of time. The development of these important strategy documents and plans consume considerable council time and resources and we feel it is important that they are valued by the community.				
<b>OP 1.2.3.4</b> - Continue improvements to the customer request management solution to better inform customers on progress and closure of requests	I agree that Council's new initiative to put in place a more robust community consultation / feedback process is a good thing. Issues get lost in email trails in dealings with the Infrastructure Dept and I recently started sending a spreadsheet of issues updated in my emails to ensure issues were being actioned and closed out and not lost in an email trail. Community members just want to know if something can be done and when it is likely to be done.	Corporate Services	This comment was made during the community conversation in support of the Operational Plan activity planned to be delivered in 2024/25: <b>OP 1.2.3.4 - Continue improvements to the customer request management solution to better inform customers on progress and closure of requests</b>  The corresponding completion statement is to achieve: <i>Efficiency improvements via automation of repetitive tasks for CRM logging and customer updates.</i>	No change required.	E2024/54613
<b>OP 3.2.1.1</b> - Monitor, investigate and respond to unauthorised land use, development and environment complaints	More needs to be done in the area of checking / enforcement of erosion and sedimentation controls being implemented by larger developers working on major earthworks projects in the local hinterland area. I had recently needed to request a site visit by Council officers to a subdivision site in Coorabell (375 Coorabell Rd Coorabell) which had very poor ERSED controls in place and were upstream of the Wilson River known platypus pool.  It was obvious to me that Council had not been visiting the site as sediment runoff during heavy rains was uncontrolled running down local creeks into the river. These developments are a huge risk to our waterways and aquatic environments and add sediment load to the creeks and rivers and cause increased siltation / flooding problems downstream in places like Lismore.	Sustainable Development	Where staff receive complaints or identify issues with sedimentation and erosion controls, compliance action will follow.  As to the site at 375 Coorabell Road, once this was brought to Council's attention the developers supervising engineer was advised accordingly and the ERSED controls were corrected, and Councils compliance team attended the site It is understood this occurred after a period of heavy rainfall.  Where Council is the Certifier, Council inspects on a regular basis, however this falls back to the Private Certifier where Council is not the PCA and it is their responsibility to ensure the ERSED is maintained in the first instance. Where they do not take the appropriate action Councils compliance officers will follow up and issue relevant direction and fines if required.  Notwithstanding staff from within the SEE division whilst carrying out other duties across the Shire are to report any issues they come across to ensure follow up compliance action.	No change required.	E2024/54613
<b>DP 4.1.3</b> Town / Village Masterplans - Develop, implement and update Place Plans that promote place	As adopted by Council in Dec 2022, Action 5 of the Federal Village Masterplan seeks to amend the applicable chapters of the Byron Shire DCP & LEP to be consistent with the Federal Masterplan and therefor an allocation of resources, staff and other, would be appropriate to included in the draft Operational Plan and Budget.  I note, despite Council assurances and Councillors voting to endorse in full the Federal Masterplan, that there is no mention of amending/updating the LEP and DCP to be consistent with the Federal Masterplan, particularly Action 5 in the Masterplan. If Council wishes to be taken seriously about community consultation, then the most exhaustive, comprehensive and first community-lead consultation for future planning in Byron Shire must surely be included in BSC's draft operational plan and budget for 2024/25.	Environmental and Economic Planning	The inclusion of an action to review the LEP and DCP to reflect the vision, principles and character statement of the Federal Village Masterplan was considered in the preparation of the budget but was unable to be funded due to competing budget needs.  To keep this action live in the 2024/25 OP it is proposed that staff commence scoping the review of the LEP and DCP towards the end of 2024/25. This will provide a scope of the extent of work required. If the extent of work requires a budget then this can be considered by Council in the 2025/26 OP. This timeframe will also enable staff to advance other OP actions freeing capacity to commence on this project.	Include New OP Action: Commence scoping of the Local Environmental Plan and Development Control Plan review to reflect the vision, principles and character statement of the Federal Village Masterplan (Action 5 Federal Village Masterplan)	E2024/62167
		Environmental and Economic Planning	As above	As above	E2024/62166

IP&R link	Submission comments	Responsible unit	Response	Recommendation to Council	Reference
	<p>An Operational Plan action and the associated budget to amend the LEP and DCP to be consistent with the Federal Masterplan has not been included in the draft Operational Plan and Budget currently on exhibition.</p> <p>I firmly believe that council should have an operational plan and budget to be consistent with the Federal Masterplan as Council and the local community have put so much time and effort into this.</p>	Environmental and Economic Planning	As above	As above	E2024/62168
	The council-endorsed Federal Master Plan includes Action 5 - amending the DCP and LEP to be consistent with the Federal Masterplan. This will require allocation of staff resources to progress this. I strongly request that this be included in the Operational Plan and associated budget.	Environmental and Economic Planning	As above	As above	E2024/62172
	Operational Plan action and the associated budget to amend the LEP and DCP to be consistent with the Federal Masterplan has not been included in the draft Operational Plan and Budget currently on exhibition. I request Council to include this in both.	Environmental and Economic Planning	As above	As above	E2024/62175
<p><b>DP 4.5.2</b> Recovery - Support disaster recovery following the 2022 flood events</p>	<p>On behalf of the Community Hubs (CHUBS) sub-committee of the Byron Community Resilience Network ('CRN") I wish to thank Byron Shire Council for its commitment to establishing an effective disaster recovery support system. The support provided to the CRN, and through the work of the Recovery Co-Ordination Officer and the Community Recovery Support Team, is invaluable in creating, maintaining, and strengthening effective, co-ordinated community emergency-based disaster recovery actions. We note that Byron Community Resilience Network is one of the first Local Community Reference Groups of its kind in New South Wales, and that Byron Shire is leading the way in building a community connected model for strengthening preparedness, response and recovery from disaster events.</p> <p>There is currently no ongoing funding for disaster resilience-related positions within the Byron Shire Council. The continuation of the work that the Recovery Co-ordinator Team and resilience related position at Council is critically essential for the following reasons:</p> <ul style="list-style-type: none"> <li>- To organise and chair quarterly Community Resilience Network meetings which provide the ONLY networking and coordination event between local government, government emergency agencies (such as SES, Police, Marine Rescue), not-for-profits and community-based resilience hubs in the Byron Shire.</li> <li>- Represent the CRN at the Local Emergency Management Committee, noting that the CRN is the ONLY formal conduit between Byron Community Resilience Hubs (CHUBS) and the Tweed Byron Local Emergency Management Committee.</li> <li>- Act as a formal conduit between CRN members and the Byron Recovery Committee.</li> <li>- Be a key conduit between state, federal and local governments in relation to disaster preparedness and recovery funding opportunities, key disaster information sharing and during the immediate response to any disaster in our LGA.</li> <li>- Understand resilience and preparedness needs of the Byron Shire.</li> <li>- To ensure Council's own operations link with the State Emergency Plan, the Byron Emergency plan, and the Byron Shire Recovery Action Plan (e.g. prevention of disasters in works program, planning, preparedness, and recovery).</li> </ul> <p>It is vitally important that the co-investment to date in building and</p>	Social and Cultural Planning	<p>Council acknowledges the community's ongoing needs post-disaster and for disaster resilience and preparedness, and we are taking steps to support this work continuing.</p> <p>We continue to advocate strongly to the NSW Reconstruction Authority for the continuation of the Community Recovery Officer program and other grant opportunities to fund community resilience and preparedness activities. We recognise that the ongoing community need warrants further state and federal government support.</p> <p>Despite limited financial support from state and federal government at the current time, Council is seeking to redirect funds from other projects into the Recovery Coordinator position within the 2024-25 budget.</p> <p>The core priorities of the Recovery Coordinator role include: Continuation of the Community Resilience Network and ongoing support to community disaster recovery and resilience organisations; Designated representative of the CRN at the Tweed-Byron Local Emergency Management Committee; Role of Local Recovery Officer identified in the Tweed-Byron Recovery Plan; Continuation of the Local Health and Wellbeing Subcommittee, as warranted; Recovery operations planning including donations management and community emergency communications; and Input and advocacy to inform federal, state, and local reforms in support of community disaster resilience and recovery.</p> <p>The core functions of the Recovery Coordinator role are strongly aligned with critical areas of work identified in the submission.</p> <p>In the current fiscal environment, Council is unfortunately unable to fund a second community recovery position.</p> <p>Council acknowledges that scaling back to one community recovery position will impact our capacity. Whenever possible, Council will continue to seek other funding sources to expand our involvement in support of community disaster recovery outcomes.</p>	No change required.	E2024/62163

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	<p>strengthening the bridge between the community, Byron Shire Council and all emergency related agencies is not lost.</p> <p>At the Byron CRN meeting of February 6th members voted unanimously to request that the Mayor and General Manager employ every means possible (with local, state, and federal means) to ensure ongoing funding for these positions becomes a fact that the community can rely upon.</p> <p>As outlined in the Byron Shire Climate Change Adaption Plan and recent NSW Disaster Mitigation Plan, Byron Shire is increasingly vulnerable to bushfire, coastal and flood related disaster events. We request that Council and its management take a long view on ensuring that appropriate levels of funding be embedded now and into the future in Councils budgets for disaster and preparedness.</p> <p>The Byron Shire Recovery Action Plan of November 24, 2022, calls for this outcome.</p>				
	<p><b>Two submissions:</b></p> <ul style="list-style-type: none"> <li>• CHUBS subcommittee of the Byron Shire Community Resilience Network</li> <li>• Coopers Creek Community Resilience Team</li> </ul> <p>Whilst we are pleased that the BSC 2024/2025 budget will support the position of Recovery Coordinator we have the following concerns:</p> <ul style="list-style-type: none"> <li>• That the position needs be larger than one employee, as in the face of a disaster unfolding that person will require support.</li> <li>• That the work to help our community to recover from the February 2022 flood is still going on and will continue for some time.</li> </ul> <p>This leads our association to the conclusion that the role of Recovery Coordinator should be a permanent self-funded position, and that this position needs the support of at least one full time Community Recovery Officer permanently.</p> <p>We ask you, in your role as community representative and in respect of the adoption of BSC 2024/2025 budget and any further BSC budgets you may consider, that you place an appropriate level of respect to allocation of resources and the importance of BSC's ability to support its community through any future disasters. Please take a moment to flash back to February/ March 2022 and remember what occurred, and the community's role in response and how much better it could have been had we all been better prepared. Preparedness requires investment and continuation of roles dedicated to Recovery.</p>	Social and Cultural Planning	<p>Council acknowledges the community's ongoing needs post-disaster and for disaster resilience and preparedness, and we are taking steps to support this work continuing.</p> <p>We recognise and continue to advocate for further state and federal government support to meet community recovery needs.</p> <p>Despite limited financial support from state and federal government at the current time, Council is seeking to redirect funds from other projects into the Recovery Coordinator position within the 2024-25 budget.</p> <p>In the current fiscal environment, Council is unfortunately unable to commit recurrent funding or to fund a second community recovery position.</p> <p>Council acknowledges that scaling back to one community recovery position will impact our capacity. Whenever possible, Council will continue to seek other funding sources to expand our involvement in support of community disaster recovery outcomes.</p> <p>Council recognises that NSW Reconstruction Authority has been established to facilitate community resilience to the impact of disasters in New South Wales through prevention, preparedness and adaptation (NSW Reconstruction Authority Act 2022).</p> <p>Council continues to work with NSW Reconstruction Authority and other lead agencies to improve community disaster preparedness and adaptation. We take seriously our role in supporting and representing community, acknowledging the central role that the Community Resilience Network (CRN) and CHUBS have in our network.</p> <p>We appreciate and value the enormous contributions of the CRN and CHUBS in community disaster recovery and will continue to work with these groups in 2024-25.</p>	No change required.	E2024/62164 E2024/62165
	'Our Neighbourhood' is a proud member of the Byron Community Resilience Network (CRN). It represents a vibrant section of the community in Mullumbimby, spanning from Federation Bridge to Woolies and back to Heritage Park. Our mission is to bolster our neighbourhood's emergency preparedness through heightened	Social and Cultural Planning	<p>Council acknowledges the community's ongoing needs post-disaster and for disaster resilience and preparedness, and we are taking steps to support this work continuing.</p> <p>We continue to advocate strongly to the NSW Reconstruction Authority</p>	No change required	E2024/62173

IP&R link	Submission comments	Responsible unit	Response	Recommendation to Council	Reference
	<p>awareness and stronger social connections.</p> <p>We extend our heartfelt thanks to Byron Shire Council for its dedication to establishing an effective disaster recovery support system. The assistance provided to us through the CRN and the efforts of the Recovery Co-ordination Officer and the Community Recovery Support Team have been invaluable in creating, maintaining, and enhancing coordinated community emergency-based disaster recovery actions. Regular interactions with the team have been crucial to our group's formation and ongoing efforts. Byron Community Resilience Network is one of the pioneering Local Community Reference Groups in New South Wales, and Byron Shire is at the forefront of developing a community-focused model to enhance preparedness, response, and recovery from disaster events.</p> <p>This submission addresses the concern that the Byron Shire Council lacks ongoing funding for disaster resilience-related positions. We appreciate Byron Shire Council's commitment to the community's need for ongoing post-disaster support and disaster preparedness and response, demonstrated by self-funding the Recovery Coordinator position for the 2024/2025 period. However, it is unfortunate that the Community Recovery Officer position cannot be self-funded, which will impact our community's ability to prepare for, respond to, and recover from disaster impacts.</p> <p>Our Neighbourhood will continue to advocate for: Making the Recovery Coordinator position a permanent budget allocation and, therefore, self-funded. Making the Community Recovery Officer position a permanent budget allocation and, therefore, self-funded. Securing permanent financial support from the NSW Reconstruction Authority to continue these positions and extend support directly to communities aimed at enhancing disaster preparedness, response, and recovery. Obtaining permanent financial support from the NSW State Government for the continuation of these positions and to expand direct community support for disaster preparedness, response, and recovery. Gaining permanent financial support from the Australian Federal Government to continue these positions and to extend direct community support for disaster preparedness, response, and recovery.</p> <p>As outlined in the Byron Shire Climate Change Adaptation Plan and the recent NSW Disaster Mitigation Plan, Byron Shire is increasingly vulnerable to bushfire, coastal, and flood-related disaster events. We request that the Council and its management take a proactive approach by ensuring that appropriate funding levels for disaster resilience and preparedness are embedded in the Council's budgets now and into the future. The Byron Shire Recovery Action Plan of November 24, 2022, also calls for this outcome.</p>		<p>for the continuation of the Community Recovery Officer program and other grant opportunities to fund community resilience and preparedness activities. We recognise that the ongoing community need warrants further state and federal government support.</p> <p>Despite limited financial support from state and federal government at the current time, Council is seeking to redirect funds from other projects into the Recovery Coordinator position within the 2024-25 budget.</p> <p>The core priorities of the Recovery Coordinator role include: Continuation of the Community Resilience Network and ongoing support to community disaster recovery and resilience organisations; Designated representative of the CRN at the Tweed-Byron Local Emergency Management Committee; Role of Local Recovery Officer identified in the Tweed-Byron Recovery Plan; Continuation of the Local Health and Wellbeing Subcommittee, as warranted; Recovery operations planning including donations management and community emergency communications; and Input and advocacy to inform federal, state, and local reforms in support of community disaster resilience and recovery.</p> <p>Improving community disaster preparedness, response and recovery is expected to be a long-term continuing endeavour and relies on staff resourcing and ongoing community engagement.</p> <p>We appreciate and value the enormous contributions of the CRN and Community HUBS in community disaster recovery and will continue to work with these groups in 2024-25.</p>		
<p><b>DP 5.1.1</b> Road network maintenance - Undertake road and transport network maintenance to meet the standards identified in the</p>	<p>There is an issue of missing guideposts on the Shire's hinterland roads / lack of night time delineation / unsafe situation for unfamiliar drivers / especially during heavy rain.</p> <p>Director Infrastructure Services committed in our meeting in 2023 to undertake an audit and costing for the work to replace the guideposts throughout the shire and report back to be with the view to request State funding to rectify the situation. This issue is still</p>	<p>Works</p>	<p>Council's road maintenance budget funds many aspects of road maintenance, including guideposts renewal. This budget is highly constrained and insufficient to reach everything and provide the requested levels of service.</p> <p>Council is working hard to provide the best level of service possible with the available funding.</p>	<p>No change is possible</p>	<p>E2024/54613</p>

IP&R link	Submission comments	Responsible unit	Response	Recommendation to Council	Reference
Asset Management Plan	<p>outstanding. The review work on the scope and cost of replacement has not been carried out as committed and therefore the work was not in the Operational Plan for this coming year.</p> <p>If funds were to be found for the replacement work, then funds would need to be taken from the spray sealing budget. The Director mentioned that guideposts are only fixed in an area when the pavement / spray sealing is reconstructed similar to Myocum Rd.</p>				
	<p>Council really need to fix Palmwoods Road in Upper Main Arm. It is becoming impassable and this would be a disaster for the many residents who live here as well as for the Council. Currently Council have offered us raw materials to fix it ourselves and I am organising a working bee with 3 adults and 3 kids to fix the road because Council says it doesn't have any money to do it.</p> <p>If we hurt ourselves, are you liable? I've never fixed a road before, so I'm essentially making it up, again, are you liable? What is going to happen if there is an emergency here and an ambulance can't get through? Or a fire-truck? Is council waiting for a dead body or two before they do anything? How are we to survive if we can't get to work? I apologise if I sound emotional.... honestly I am very emotional about this and since the floods we feel forgotten and despite our many attempts at asking for help, completely ignored.</p> <p>Usually I would draft a very polite letter, but I have done that too many times and been ignored, and so am at the point of needing to express my frustration. I have been in touch with the rates department about this as it does not at all feel right to pay full rates when we are paying extra for car maintenance and spending our own time and effort fixing the road ourselves.</p>	Works	<p>Council's road maintenance budget funds many aspects of road maintenance, including road surface maintenance. This budget is highly constrained and insufficient to reach everything and provide the requested levels of service.</p> <p>Council works hard to provide the best level of service possible with the available funding.</p>	No change is possible	E2024/62171
	<p>Council has indicated that Main Arm road betterment is their priority so funding in the draft budget should reflect this.</p>	Works	<p>Council's application for betterment funding for Main Arm Road was not successful. This is priority area, but requires a grant to achieve the proposed betterment works.</p>	No change is possible and Council will continue to seek appropriate grant funding for this work.	E2024/62170
	<p>Road renewals and upgrade:</p> <ul style="list-style-type: none"> <li>• SGB roads on the west side of the canal require renewal and upgrade (ie Philip st area).</li> <li>• Numerous dangerous potholes each side of Kolora way need attention.</li> <li>• Western roadside verge need stabilisation adjacent to New Brighton sports field where the river is undermining the road reserve.</li> </ul>	Works	<p>Council's road maintenance budget funds many aspects of road maintenance, including road surface maintenance. This budget is highly constrained and insufficient to reach everything and provide the requested levels of service.</p> <p>Council is working hard to provide the best level of service possible with the available funding.</p>	No change is possible and staff intend to provide Council a detailed report on current funding levels for Infrastructure across Council and provide options to modify level of service.	E2024/62174
	<p>I have been reading through your strategic plan. I have never been a complainant resident even after living here my whole life, but I will say that over all these years I have never been as disappointed with Council as I currently am. As a resident of Palmwoods in Main Arm, I would say that the sense of being forgotten through our tragic floods of 2022 has only been magnified by our continued neglect over the next two years. I will respond through your own framework to give you an understanding of why we feel forgotten, unheard and unwanted.</p> <p>Effective Leadership We have had a plethora of officials come and tell us that they understand the trauma we have gone through and that they we be</p>	Infrastructure Recovery/ Works/ Resource Recovery	<p>Council's road maintenance budget funds many aspects of road maintenance, including road surface maintenance. This budget is highly constrained and insufficient to reach everything and provide the requested levels of service.</p> <p>Council is working hard to provide the best level of service possible with the available funding.</p> <p>Due to the constraints of garbage collection, mechanisms have been put in place including placing the bins in a secured area with signage and locks.</p> <p>Council is committed to ongoing communication with community and will</p>	No change is possible and Council will continue to pursue funding for flood repair works	E2024/62176

IP&R link	Submission comments	Responsible unit	Response	Recommendation to Council	Reference
	<p>with us putting 'shoulders to the wheel'. The initial work showed a bit of promise and gave us a piece of road that was better than nothing. Since that point we have called as a group, as individuals and yet nothing has been done. The road is so dangerous the bus does not come up to pick up our kids and the garbage truck refuses to use parts of it. Two years of polite requests for assistance and we have had nothing. I am deeply concerned about the waste of money in legal fees if anyone is injured on this road. You know it is dangerous, you will not send your drivers on it yourself. As an ex-lawyer that sounds like a case I would like to take to court.</p> <p><b>Inclusive community</b> We feel left out of our community and people do not want to come and visit us. Everyone is terrified driving on this road, I cannot imagine what that would be like for anyone with a disability. You struggle on the road with a 4 wheel drive, imagine going out into the sunshine in a wheel chair. Our elderly need us to pick them up for shopping as they cannot navigate getting themselves in to town.</p> <p><b>Natural Environment</b> The solution from Council for the garbage issue has been to put all our bins up to 4KM's from some of our houses. This is about 40m from our beautiful creek and has been consistently trashed by dogs and animals leaving refuse strewn all over the place for 2 years now. It has rained throughout this time and this ends up into the creek. If this was a ratepayer you would fine them and rightly so. Members of our community spend hours each week cleaning up this vile mess. Repeated calls have gone unanswered.</p> <p><b>Ethical growth</b> What is even meant by this? You cannot ethically treat the ratepayers you currently have. No one has received any compensation or rate deductions for the appalling reduction in services. How about trying to sort out what you have before you grow.</p> <p><b>Connected infrastructure.</b> This is so laughable right now I cannot even respond. We are talking about 2km of road to connect us to Main arm road and this is beyond Council achievement two years after you were given funds to assist flood recovery. Who suffered most through this? The people of the hills, if not why were we all on the television so much? I work in Government and know how much these types of Strategic plans cost. Looks good on paper and makes you feel like something is being done. I preferred the old style Council's who spent less on propaganda and more on actually doing their job. Your contempt for us is only magnified by this. I shall print it on A1 paper and turn it into a flag, with 'betrayed' on the other side!</p>		<p>provide regular updates on both grant-funded repairs and general maintenance work at regular meetings with community representatives.</p> <p>Council's Infrastructure Recovery Team are actively working with Transport for NSW and Reconstruction Authority to seek funding under Essential Public Asset Reconstruction applications to repair eligible roads impacted by the 2022 Natural Disaster.</p>		
<b>OP 5.1.2.33</b>	Rifle Range Road construction. Strongly supported. BCA appreciates the commitment to complete this project despite some delay from a further design verification review.	Works	Construction works on site have now commenced.	No change required.	E2024/62169
<b>DP 5.1.3</b> Active transport - pedestrians and cycleways - Deliver the actions identified in the Pedestrian	Hinterland roads have no gravel or sealed shoulders whatsoever and are dangerous for bike riders with no adequate safe runoff opportunities in case of an incident. As a consequence, I will not ride on Coolamon Scenic Drive for that same reason of feeling unsafe. I drive to Bangalow, park and then ride south on the old Highway and onto roads in the Ballina Shire where local roads are more safe for	Works	Councils road maintenance and upgrade budgets are insufficient to maintain Council's existing infrastructure networks to the requested service level.	No change possible. New activity for staff to investigate opportunities for grant applications for additional funding for	E2024/54613

IP&R link	Submission comments	Responsible unit	Response	Recommendation to Council	Reference
Access and Mobility Plan and in the Bike Plan	<p>riders.</p> <p>This safety issue / concern will take time and funds to rectify. The MOVING BYRON report discussed strongly making it safer for bike riders to travel between our hinterland towns. Council are yet to commit to doing anything to improve shoulders on the Tourist Route Coolamon Scenic Drive (CSDr) or any other hinterland road for that matter. General safety concerns for CSDr need rectification similar to works carried out on Myocum Rd 2022. CSDr needs shoulders widened, culverts extended, truck lay over opportunities provided, general overtaking locations made safe to allow overtaking and this should also involve providing adequate sealed shoulders for active transport and safer bike riding opportunities especially with it being a popular route for bike enthusiasts,</p>			roads.	
OP 5.1.3.10	Lismore Road off road shared path, design completed and construction ready. Supported in principle. This project is a logical companion piece to the RRR intersection upgrade and rail corridor activation, enabling a game changing western public pathway to Bangalow village services. We would appreciate a copy of the final design plans when available.	Works	This is an existing project where procurement of a consultant for survey and reparation of a design. Desings can be provided once available.	No change required	E2024/62169
DP 5.2.1 Road renewal and upgrades - Deliver road renewal and upgrade capital works program	<p>Strategic Traffic Modelling and well overdue safety works planned at the M1 Southbound exit ramp to Byron Bay. I have concerns that peak holiday queues causing traffic to bank up on the motorway will eventually result in a rear end major accident where a semi-trailer ploughs into the rear of the queue similar to the situation that occurred during construction of the Tintenbar to Ewingsdale Motorway upgrade.</p> <p>It's unacceptable to have that ongoing safety situation and a timeframe of many more years to fix the safety situation is unacceptable in my view. There was funding to widen Ewingsdale Road to four lanes in the vicinity of The Farm but that potential solution has disappeared or so it appears. This safety fix must be prioritised by Council and TfNSW before we have that serious accident, we all dread. We require an agreed development and delivery timeframe for these critical works.</p>	Assets and Major Projects	<p>Council and Transport for NSW has made a joint application to Infrastructure Australia for Australian Government funding to undertake an upgrade of the M1 interchange and MR545 (Ewingsdale Road). This project requires input from all three levels of government. Council cannot undertake works on the M1 as we are not the roads authority for that road.</p> <p>Council is continuing to work with Transport for NSW to seek funding to complete a design options study, stakeholder engagement, detailed design and approvals pathways to make this project construction ready.</p> <p>Council has been advocating Transport for NSW to address interchange and Ewingsdale Road matters and will continue to do so.</p>	No change required, advocacy with State Government is already included in the OP	E2024/54613
	<p>A potential result of the strategic traffic modelling will likely be an upgrade of the Bangalow / Byron Road and signposting as the southern entrance into Byron from the M1 South. Council would be adopting my proposal from May 2020 which was described in my submission to West Byron DA.</p> <p>The sooner the Southern Bangalow Byron Road entrance to Byron idea is adopted, the sooner some much needed pressure will be taken off the Ewingsdale Road Northern entrance to Byron. That same traffic pressure results in the queuing back onto the southbound M1 so would be a suitable relief valve for the Ewingsdale Rd or Northern route into Byron township.</p> <p>Intervention from COVID aside, waiting four years or longer since May 2020 to act on a solution not dissimilar to my proposal is disappointing considering the safety risks involved with queuing M1 southbound traffic.</p>	Assets and Major Projects	This matter will be considered in the options assessment for the M1 interchange upgrade addressed in the item above.	No change required.	E2024/54613
DP 5.3.1 - Future needs - Plan for the infrastructure needs of the current and	<p>Infrastructure needs:</p> <ul style="list-style-type: none"> <li>• Repair Helen St footbridge.</li> <li>• Replace Kolora Way bridge and install pedestrian pathway from Kolora Way to Redgate Road.</li> </ul>	Works	<ul style="list-style-type: none"> <li>• Helen St footbridge is currently unable to be funded</li> <li>• Replace Kolora Way bridge and install pedestrian pathway from Kolora Way to Redgate Road is currently unable to be funded.</li> <li>• Orana Road bridge repair to road surface is programmed to occur in</li> </ul>	No change is possible	E2024/62174

IP&R link	Submission comments	Responsible unit	Response	Recommendation to Council	Reference
future population	<ul style="list-style-type: none"> <li>Paint Orana Road bridge and repair road surface.</li> <li>Install backup power supply to the flood pumps in SGB (power is often lost during floods).</li> </ul>		<p>June / July 2024, weather dependent.</p> <ul style="list-style-type: none"> <li>Installing a backup power supply to the flood pumps in SGB is in the current program and a contract for these works is due to be awarded shortly.</li> </ul>		
<b>DP 5.5.3</b> Stormwater - Provide stormwater infrastructure to manage flood mitigation and improve social and environmental outcomes	<ul style="list-style-type: none"> <li>Maintain and clear drainage easements in SGB (ie remove vegetation and other impediments).</li> <li>Repair drainage culvert concrete caps on pipes under the SGB levee. During moderate and worse flood events, river water enters SGB via these pipes which don't seal properly resulting in preventable flooding of properties.</li> <li>There are ongoing drainage problems that need to be rectified/mitigated in Redgate Road, Rangal Road, Mia Court and other areas which experience flooding and standing water on a regular basis.</li> </ul> <p>These requirements have been identified for many years by Council staff and residents, however, there appears to be no funding in the budget allocated to rectify these issues. SGBCA requests that funding be made available to prioritise these urgent issues, particularly stormwater mitigation and the subsidence occurring between Marshall's Creek and New Brighton Road.</p>	Works	<p>Council's drainage maintenance budget funds maintenance works and stormwater capital renewal program budget funds renewals. Both these budgets are highly constrained and insufficient to reach everything and provide requested levels of service.</p> <p>Council is working hard to provide the best level of service possible with the available funding.</p>	<p>No change is possible.</p> <p>Staff to consider other actions as part of the development of the stormwater capital renewal program for 2024/25.</p>	E2024/62174
<b>DP 5.4.2:</b> Provide and maintain active and passive recreational community space that is accessible and inclusive for all	<p>Particularly in reference to Scarabellotti's Lookout. The lookout "had fallen through the cracks" and was not on Council's Parks and Gardens maintenance list. The adjacent restaurant DA is not being developed, that Council will now have to consider what the next steps for the lookout will be including consultation with the local community. Steps need to be;</p> <ol style="list-style-type: none"> <li>NOW / Ensure the roadside mowing crew fully understand their role in keeping the whole lookout car park area mowed. Every two months or so, the crew should be calling into the lookout to mow the entrance AND the surrounds. They should also remove lantana and weeds which are blocking the vista to the east</li> <li>NOW / add the lookout to the Parks and Gardens maintenance schedule ensuring regular attendance rather than leaving it to Joe Scarabellotti to undertake (whipper snipping / rubbish removal etc etc).</li> <li>Arrange a community gathering (mid 2024) at the lookout to discuss what the locals (including Joe Scarabellotti) would like to see done at the lookout</li> <li>Use the responses from the community gathering to adjust / modify the DA / council approved plans for the lookout drawn up for the restaurant now not proceeding.</li> <li>Present the new drawings to the community for endorsement</li> <li>Seek funding for 2025 / 2026 Operational year to undertake the improvement works at the lookout</li> <li>Undertake the improvement works in the operational year 2025/2026</li> <li>Council continue to maintain the new works on an ongoing basis</li> </ol>	Infrastructure Services	Submission is noted and can be considered if funding becomes available in future but the suggestions are unable to be funded at this time.	No change required	E2024/54613
<b>OP 5.4.2.16</b> - Deliver street tree succession plan for Byron Street, Bangalow	Deliver a street tree succession plan for Byron & Station Streets. Supported and being progressed. Thank you	Open Spaces	This is an existing project with a Succession Plan for Bangalow Street Trees going on public exhibition in June.	No change required.	E2024/62169
<b>OP 5.5.2.4:</b> continue to	Refers to 'renewals'. This introduces what appears to be a 'new' word into the vocabulary used by Council.	Utilities	Renewals is a long used description and refers to a program to repair and renew assets, in this case STP assets. Works will be prioritised in	No change required.	E2024/54132

IP&R link	Submission comments	Responsible unit	Response	Recommendation to Council	Reference
undertake asset management and renewals at Shire sewerage treatment plants	In the 'normal' meaning of the word this would mean to "revive, regenerate, make new again, refurbish, replace. It begs the question exactly what does Council intend to do with the STPs?		accordance with the current asset management plan and to ensure relevant licence requirements are met.		
<b>OP 5.4.4.3 -</b> Complete review of Plan of Management and associated Landscape Masterplan for Bangalow Sports fields and seek funding opportunities for implementation	<p>I am writing on behalf of the Bangalow Tennis Club to support the inclusion of the council's commitment to implement the upgrades of the sporting facilities at Bangalow as per the Bangalow Sports Field Master Plan 2023.</p> <p>Bangalow Tennis Club is a community orientated inclusive club dedicated to providing and maintaining quality tennis facilities for both social and competitive tennis and to foster a sense of community across all background and ages.</p> <p>The Bangalow Tennis Club has decades of history and enjoys a growing membership base and a busy and vibrant player base. We have seen court bookings at Bangalow increase by 75% in the last 3 years, with around 220 members across a diverse range of ages and backgrounds.</p> <p>Our 3 courts were built by the community in 1986 and the surfaces are in a very poor state of repair. With the popularity of the sport and the club growing we are also needing more courts to play on. Our</p> <p>It is pleasing to see the Operational Plan has a commitment to progress the vision of the Master Plan for the oval and we are writing to confirm our support of working with council to create a modern, safe and suitable tennis club for the community. We are already meeting with and working with the other local sporting groups of Bangalow to work together to progress the Master Plan to benefit all sports and our community. We also work closely with Tennis NSW and are committed to working more closely with council on achieving a great outcome for our members and wider community.</p> <p>The state of the tennis courts are in need of urgent repair and with our expanding club, including high performance junior players who are competing regionally and state wide we urge the council to progress the work under urgency.</p>	Open Spaces	Staff are working with Bangalow Tennis and are hoping to formalise a user agreement. Historical tenure issues around the tennis courts need to be resolved prior to undertaking any future development of the site. Repairs and maintenance are on an as needs basis. New lighting has been installed and court surfaces were serviced post 2022 floods. Detail design and costing of upgrade works are the first step to inform funding applications.	No change required as existing Activity covers this request. Any upgrade or expansion works would be funding dependant.	E2024/62162
	Bangalow Sports Fields – seeking funding opportunities for adopted landscape masterplan. Early success with upgraded lighting. Thank you	Open Spaces	This is an existing activity to seek grant funding for masterplan rollout.	No change required.	E2024/62169
<b>OP 5.5.2.11:</b> Ocean Shores transfer to Brunswick Valley Sewerage Treatment Plant - process elements and transfer pipeline	<p>The transfer of raw sewage from Ocean Shores STP to Brunswick Valley STP is contentious because of the increase load on BVSTP and the inability of the STP to withstand that increase in wet weather conditions.</p> <p>Arguing this is a good move, because of the technology of the BVSTP is a nonsense as it continues to ignore the inflow problem already in the catchment area. Even without the transfer, the BVSTP is registering inflows in excess of its design capacity. The notion of building a storage pond is thwart with problems, including the political unacceptable discharge of raw sewage into the Brunswick River in rain events. One has to be mindful this area is the wettest</p>	Utilities	Planning work on this proposal is continuing. Progress will be reported to the relevant Advisory Committee and/or Council as required. Final decisions in relation to the transfer have not yet been made by Council.	No change required.	E2024/54132

IP&R link	Submission comments	Responsible unit	Response	Recommendation to Council	Reference
	area in New South Wales!				
<b>OP 5.5.2.15:</b> Undertake the Capital Renewal program of the Byron STP Wetlands	Renewal of the West Byron STP Wetlands means? There is no base data on the success of planting melaleucas to mitigate the effects of acid sulphate soils! The build up of biomass from rotting leaves is major problem and contributing to algae blooms? Maintenance of the wetlands would seem to be more appropriate than 'renewal'.	Utilities	Renewal works are required to repair damaged infrastructure from recent fire and to rejuvenate and replenish the melaleuca to improve efficiency of the wetland. Current plantation is at the end of useful life in terms of the function of the wetland	No change required.	E2024/54132
<b>Other</b>	Where are the key performance indicators for the plans and objectives?	Corporate Services	The <a href="#">Outcomes Measurement Framework</a> outlines how council measures its progress toward the achievement of the Community Strategic Plan objectives and Delivery Program priorities. This will be further developed and refined in future reviews of the CSP and DP.  The outputs of the annual Operational Plan activities are identified as 'completion statements.' Progress toward achievement of OP activities is reported on quarterly and available on Council's website: <a href="#">Quarterly Reports on Our Progress - Byron Shire Council (nsw.gov.au)</a>	No change required.	E2024/62174
	Timing and sequence of drafting of documents:  The five Community Objectives in the CSP, and the strategies that fall under these five objectives are the foundations for the Operational Plan. The "Have Your Say" survey on the "refresh" of CSP closed on 1st May 2024 and the public consultation process is ongoing with workshops with community groups and citizen lottery members taking place next week. Concurrent to this the Operational Plan for 2024-2025 is already drafted and on public exhibition. We find the timing of these two public consultation processes to be incongruous. The "refresh" of the CSP should be finalised before the drafting of the Operational Plan that it informs. To draft the operational plan before the community strategy is finalised could make one rather sceptical about the sincerity of council's request for public feedback on either of these documents.	Corporate Services	Council must review the Community Strategic Plan before 30 June the year following an election. Council may endorse the existing plan, or develop or endorse a new community strategic plan, as appropriate, to ensure that the area has a community strategic plan covering at least the next 10 years.  Community engagement on the refresh of the Community Strategic Plan has commenced in preparation of this requirement, so as to inform the newly elected Council of the community's vision, aspiration, and goals for the 2025-2035 period. The revised CSP will be provided to the incoming Council for adoption by 30 June 2025, in accordance with legislative requirements.  The 2024/25 Operational Plan will be the final Operational Plan of the currently adopted Byron Shire Community Strategic Plan 2032.	No change required.	E2024/62177
	The Community Conversation meeting on 30/04/24 was attended by a single representative from the Bangalow Community Association who appreciated the overall context provided by presentations from the BSC leadership team and the detailed advice given on specific projects. The meagre attendance at this valuable community engagement forum was a complete surprise and warrants further discussion as to how community groups might assist BSC to improve engagement levels at such forums, assuming there was no material improvement in attendance numbers at the second conversation	Corporate Services	We appreciate the attendance of those few community members who participated in the Community Conversations. Two sessions were held, one in person and one online, to provide opportunities for community members to hear about the operational plan and budget and to have their say during the public exhibition period.  Community conversations were advertised widely in local newspaper, website, social media, and in direct communication with community groups and individuals and they are an annual event held the same time each year, so there is awareness of them by community groups.  Community conversations are not the only way community groups can engage with this process and different methods suit different groups, for example some made detailed submissions. Council will continue to offer as wide a range of methods and opportunities for community members and groups to engage with this process each year – consistent with the Activity 1.2.1.1.	No change required.	E2024/62169

## Budget and Revenue Policy submissions

IP&R link	Submission comments	Responsible unit	Response	Recommendation to Council	Reference #
<p><b>5.1.3 Active transport - pedestrians and cycleways - Deliver the actions identified in the Pedestrian Access and Mobility Plan and in the Bike Plan</b></p>	<p>Project Comments –(Pg 60) Market St footpath design, \$100K. Both Market and Station Streets are high traffic areas with acknowledged priorities for improvement, so this budget allocation is a welcome step in the process. Increasingly frequent and popular events in Bangalow invariably use Market and Station streets for access to the Bangalow Showgrounds or A&amp;I Hall respectively, with Market St also used for daily school drop off and pick up. Showcase events such as the Byron Writers Festival are diminished by pothole peppered surfaces that present a disappointing 1 of 2 introduction to an otherwise perfect leisure experience. These street improvements can be justified by improved safety and financial return.</p>	Works	Noted. Awaiting outcome of grant application.	No change required.	E2024/62169
	<p>(p 60). Byron St shared path construction, \$850K. The current design for this project lacks support from key community stakeholders, based on adverse impact to the Byron Street heritage setting and limited public benefit. There remains a general view that relevant community groups were not adequately consulted during the design phase. A more nuanced approach to this pathway upgrade is likely to deliver an outcome that would satisfy key community objectives with lower capital expenditure. We therefore request that the community engagement phase be revisited, as discussed at the community conversation. Conclusion: The BCA thanks BSC staff and councillors for their willingness to embrace a comprehensive community engagement model that supports robust community participation in project and planning outcomes. Current economic and environmental conditions make the task of project implementation very challenging but steady progress continues.</p>	Works	<p>Noted. Staff have been working through concerns raised with the local community group as part of the design finalisation.</p> <p>Retro fitting paths into tight spaces is very difficult and requires many compromises. Staff believe most concerns have been alleviated but further discussion will be held with the community before proceeding to construction, if the proposed works are funded.</p>	No change required.	E2024/62169
<p><b>5.3.1 Future needs - Plan for the infrastructure needs of the current and future population</b></p>	<p>Storm Water Charges (Page 20 of the Revenue Plan)</p> <p>Let us begin by stating that we understand that the storm water charges are set by the state government.</p> <p>Stormwater is already a serious issue within the shire, and with the push for infill development the amount of impervious ground is only going to increase. The number of drains that constantly need to be cleared across the shire, and the number of complaints that are made by the general public about the lack of drain clearing, would indicate that more money is needed for stormwater related activities. Storm water and blocked drains can be a significant contributing factor to flash flooding/flooding. We would encourage council to lobby the state government for an increase in the Storm water charges.</p>	Works / Utilities	Noted. Council has consistently advocated for this charge to be increased and will continue to do so.	Council will continue to for staff to lobby state government to increase this charge.	E2024/62177
<p><b>General</b></p>	<p>The expenditure referred to in the Budget, in general, is non-specific in terms of geographical spread. There needs to be a breakdown of these items for clarity.</p>	Finance	<p>It is difficult for Council to break down the budget by geographic area. Council budgets on the basis of its functions/activities with some of those functions/activities provided on a Shire-wide basis. As an example there is a budget program for Waste Management And,as Council provides this service on a Shire-wide basis and does not have different services for different locations, it is not possible to identify this funding allocation by location. This is also the case for most services such as community development,development assessment, enforcement services, water and sewerage management and for corporate functions such as Councillor support, IT, finance, records,</p>	No change required. Look to improve location information for capital works.	E2024/62174

			<p>insurances, work health and safety and workforce management as examples. Also, while some facilities are located in a town or village, they provide services for the whole area such as libraries, swimming pools and sporting fields.</p> <p>Council does identify in the budget capital works locality for some items by the works description but this can always be improved.</p>		
	<p>There is very little geographic breakdown or specificity in the activities in the Operational Plan and in the budget. We would like to see more geographic breakdown in the budget and relevant parts of the operational plan so that the level and variety of the works to be carried out in Brunswick Heads/North of the Shire is visible.</p>	Finance	As above.	<p>No change required. Look to improve location information for capital works.</p>	E2024/62177

**Table 3 – DIAP Activities in Operational Plan 2024/25 – Submission by ACWG**

IP&R link			Submission comments	Responsible unit	Response	Recommendation to Council
Code	Activity	Measure				
<b>Promoting Positive Community Attitudes and Behaviours</b>						
1.1.1.4	Deliver Disability awareness training for Councillors	Training delivered to newly elected Council	Requests for Councillor social media approach to be inclusive and not polarising. Request for Councillors to be invited to future ACWG meetings. Training on Disability confidence.	Corporate Services	This is a matter for individual Councillors. This submission and information will be incorporated into the induction and onboarding program for the newly elected Council and will cover the points raised by the ACWG.	No change.
2.1.3.2	Host and facilitate the annual Byron Shire Community Awards program	Awards ceremony held in August 2024 during Local Government Week	Look at introducing new awards around accessibility. Encourage businesses' proactivity. Opportunity to look at inclusivity to be looked at on a wider scale i.e.. QueerFamily (not just disability).	Corporate Services	The Awards program includes an 'Access and Inclusion Award' category that recognises individuals and organisations that champion equity, diversity, access, and inclusion in the community. In 2023 this was awarded to Karen Gross (the Paddock Project). The QueerFamily had also been nominated for this award and Council will continue to encourage nominations that cover the entire spectrum of access and inclusion.	No change.
5.4.4.6	Work with sport and community groups to build relationships and help drive increased participation opportunities and event attraction	Facilitate 3-5 regional sporting events per annum	Add in 'for people of all abilities' to the measure. Accessible seating, toilets and entrances need. Adaptive Surf Pro great example of what can be done. (Sporting events not always inclusive)	Open Spaces and Facilities	Activity can be amended to include 'for people of all abilities', but the measure of facilitating 3-5 all-abilities Regional sporting events is not currently achievable.	Amend activity to: Work with sport and community groups to build relationships and help drive increased participation opportunities and event attraction for people of all abilities
<b>Creating Liveable Communities</b>						
2.1.3.5	<b>Review Event Guide and include information on a range of visible and invisible disabilities during public events</b>	Review commenced	Include a need for events to be proactive and accountable in being inclusive/disability confident. No proof of disability required. Opportunity to take up Sunflower initiative.	Environmental and Economic Planning	The current Event Guide includes the following advice to event organisers:  When planning your event, it is a legal requirement to consider the access needs of people with a disability or mobility challenges. Making your event accessible and inclusive is also an important commercial decision.  The Guide also lists a range of inclusive measure that event organisers should consider in planning their event.  The review of the Event Guide will refresh this information and provide additional support information such as	No change

IP&R link			Submission comments	Responsible unit	Response	Recommendation to Council
Code	Activity	Measure				
					<p>the state governments <a href="#">Toolkit-for-Accessible-and-Inclusive-Events.pdf (nsw.gov.au)</a></p> <p>Sunflowers hidden disability initiative can also be considered in this review.</p> <p>In addition to the Event Guide, several workshops to support event organisers will be run in June 2024 including making Accessible Festival and Events and Disability Confidence Training.</p>	
2.4.3.1	Provide high-quality early childhood services in line with National Quality Standards and with children and families at its core	Services operational and meeting National Quality Standards	Training for staff on diversity of disability (inclusion starts early). Facilities to have accessible play equipment.	Childrens Services	<p>All staff are trained in diversity of disability. It is a core unit (support inclusion and diversity) of Certificate 3 in early childhood and education which is a minimum requirement to work at Sandhills Early Childhood Centre.</p> <p>Our centre aims to cater for all children and modifies programs to suit interests and abilities. Should we receive an enrolment for a child with limited mobility (eg walker or wheelchair) we would need to make structural building changes as don't have outside ramps. Internal areas area accessible. We constantly monitor grant opportunities for building upgrades and this would be included.</p>	No change.
2.5.1.2	Provide the business community with information on improving accessibility and inclusion for all	Information provided	Ramps should not be removed at shopfronts (legislated). Opportunity for Council to work with businesses and advocate for access and inclusion. Any significant renovations to consider appropriate and safe access - seek lived experience (building code?). Encourage businesses to establish their own disability and inclusion plan.	Environmental and Economic Planning	Staff will continue to provide information to businesses on improving accessibility and inclusion.	No change
3.4.2.1	Implement Climate Change Adaptation Plan	Report on progress	Accessible Evacuation Centre needed with accessible bathroom including change table/hoist facilities.	Environmental and Economic Planning	<p>Evacuation centres are designated by the Tweed-Byron Local Emergency Management Committee (LEMC), and the LEMC is responsible for periodic evacuation centre audits. There are a number of considerations relevant to the audit methods including disability access.</p> <p>As a member of LEMC, Council has participated in the most recent</p>	No change

IP&R link			Submission comments	Responsible unit	Response	Recommendation to Council
Code	Activity	Measure				
					<p>evacuation centres audit and will continue to advocate for well-equipped evacuation centres that are fit for purpose and meet community needs. The requested change table/hoist can be included in these discussions.</p> <p>Council is an owner of some of the designated facilities. Council will continue to improve accessibility of its facilities, including those designated as evacuation centres and recovery centres. These changes are made as routine upgrades or grant funded projects and are expected to continue to occur over time.</p>	
5.1.3.1	Annual Active Transport Network Capital Renewal Program	Completion of program in accordance with inspection reports and within budget	A need for meaningful connections for getting on and off transport.	Works	Further Improvements to bus stops and shelters is currently unfunded.	No change.
5.1.3.7	Undertake the annual access ramps and footpaths works program	Construction works package complete	Meaningful commitment to standardise access including transition gradient and a continuity between old and new footpaths/ramps. Ensure footpaths are a priority to connect to services (especially in time of construction of developments). Byron Industrial Estate is a priority area.	Works	Staff are committed to standardise access including transition gradient and a continuity between old and new footpaths/ramps as well as ensuring footpaths are a priority to connect to services, as funding permits, and Council upgrade projects incorporate accessibility. The updated Active Transport Plan was out to public consultation in May, and includes that commitment and allows works to be reprioritised as required.	No change.
5.1.3.10	Lismore Road, Bangalow Off Road Shared Path	Detailed design complete and project is construction ready	Bangalow itself is an access nightmare, would like the opportunity to consult with ACWG in design phase.	Works	Procurement of a consultant for survey and design is underway. Design will be provided for consultation when available.	No change.
5.2.2.1	Advocate and apply for grants that improve accessibility to various transport options across the Shire	Seek and apply for suitable grants funding opportunities	Beaches, National Park and lighthouse major access issue, many people with disability not able to travel there on public transport.	Works	Public Transport is generally outside of Council's remit. However, Council advocates for improvements to this area. This will continue in 2024/25.	No change.
5.2.4.1	Undertake regular and frequent parking patrols to increase availability and turnover in the town and village centres and compliance with mobility parking	Patrols undertaken of towns and villages (7 day/weekly). Patrol roster maintained to meet peak period demands. Customer service requests completed (>80%)	After hours patrols to be considered. Evenings challenging once rangers have clocked off.	Public and Environmental Services	Parking roster was amended in 2024 to accommodate later a variety of shifts, including later shifts, within available funding and industrial and work health safety requirements. Police manage parking issues during evening hours.	No change.
5.2.4.3	Deliver South Beach Road carpark upgrade	70% On ground works reached practical completion to approved budget	Priority. Transparency and accountability on progress essential.	Works	Public consultation on draft designs is programmed for June / July. Project website to inform consultation.	No change.

IP&R link			Submission comments	Responsible unit	Response	Recommendation to Council
Code	Activity	Measure				
5.4.1.8	Marvell Hall upgrades including removal of asbestos sheeting in kitchen and dining room, installation of new kitchen cupboards and fixtures and fittings, and dining room refurbishment	Works completed	Front gutter at Marvell Hall is not ideal for access the driveways either side are better.	Open Spaces and Facilities	This is a current project and a tender has been awarded.	No change
5.4.2.1	Implement Open Space maintenance and capital programs in accordance within budget and Open Space Asset Management Plan	Successful completion of adopted programs.	How will access and inclusion be a focus of these plans?	Open Spaces and Facilities	Accessibility and inclusivity are a focus of all capital renewal, upgrade or new construction projects.	No change
5.4.2.2	Investigate and implement cemetery data management to improve records management, reduce administrative time and improve customer service	Reduction in administrative time with interments; improvement in customer service	Unsure how this relates to DIAP - ensuring data is accessible?	Open Spaces and Facilities	Agreed, this is a general customer service improvement and not specific to delivering inclusive services.	Remove this item as a DIAP activity.
5.4.2.3	Undertake programmed inspections of playgrounds and park infrastructure and complete required maintenance and capital renewals to ensure safe use	Inspections and maintenance complete	Inclusivity just as essential for young people. Shared spaces to include all generations. Asbestos in mulch a concern.	Open Spaces and Facilities	This activity is primarily focussed on ensuring user safety through asset condition assessment. Accessibility and inclusivity are a focus of all capital renewal, upgrade or new construction projects.	No change
5.4.2.6	Provide programmed maintenance and asset renewal programs to towns and villages streetscapes across the Shire	Community satisfaction with presentation of streetscapes	Villages outside of Byron Bay feel less focused on.	Open Spaces and Facilities	Noted but Council's Towns and Villages team undertake work cyclically in Mullumbimby, Bangalow and Brunswick heads town centres ensuring presentation of streetscapes is maintained.	No Change
5.4.2.7	Complete design for renewal of Stan Thompson Playground, Brunswick Heads and explore grant funding opportunities for implementation	Complete design, grant opportunities investigated and considered.	Considered consultation important. Lots of different user groups access park.	Open Spaces and Facilities	Consultation is underway with all user groups and wider community.	No Change
5.4.2.8	Maintain designated beach access pathways to allow for safe access	Safe operation of beach accesses	Beach matting to be better maintained as maintenance is essential. Some paths are engulfed with sand rendering them unusable. Alternatives recommended to be investigated (Enviro walk).	Open Spaces and Facilities	Council resolution 24-192 provided direction and some funding to investigate options for improved accessibility. Beach matting at Torakina is not Council managed - Council is working with Reflections around options for upgrade.	No change
5.4.2.17	Complete Shire wide playground action plan	Actions complete	Could these include accessible and universal design principles?	Open Spaces and Facilities	Action plan is focussed on rationalising current over-supply.	No change

IP&R link			Submission comments	Responsible unit	Response	Recommendation to Council
Code	Activity	Measure				
5.4.3.2	Complete renewal works program for public toilets	Completion of renewal works	Could a Changing Places bathroom be available on the Byron foreshore with hoist and adult change table?	Open Spaces and Facilities	Options are being investigated as part of Apex Park toilets upgrade.	No change
5.4.4.1	Deliver management and operations of Cavanbah Centre and associated maintenance and Capital Works programs	Community and user group satisfaction with Cavanbah services	Consider Changing Places facilities at the Cavanbah Centre. Cavanbah is used for graduations/formals and is more than just a sports centre.	Open Spaces and Facilities	No current funding for this level of upgrade.	No change.
Supporting Access to Meaningful Employment						
1.4.4.1	Consolidate existing health and wellbeing initiatives and develop a comprehensive health and wellbeing program	Commence implementation of consolidated Health and Wellbeing program	Unsure of what the health and wellbeing program is. Would be good to focus on supporting people with disabilities including training for staff.	People and Culture	Health and Wellbeing program outline will be finalised by end of June 2024, to consolidate Council's various health and wellbeing activities and initiatives. The program focuses on five pillars of wellbeing across Mental and emotional, Social, Financial, Physical and Digital wellbeing. Council will continue to partner with ADN (Australian Disability Network) for training opportunities, including 'Disability Confident Managers' and 'Inclusive Recruitment'.	No change
Improving Access to Services Through Better Systems and Processes						
1.1.1.1	Coordinate Council's annual policy review program, update and publish adopted policies	100% of adopted policies are published within 7 days of adoption, in a format that meets WCAG 2.1 AA requirements; annual status reported to Executive Team and the Audit Risk and Improvement Committee	Positive feedback.	Corporate Services	Noted. Council endeavours to ensure access and inclusion are considerations in all Policies, where appropriate.  In addition, Policy templates have been designed to meet accessibility requirements and WCAG2.0.	No change.
1.2.1.1	Provide opportunities for the community to have input, comment and feedback to Council on projects and matters of interest	Projects are promoted via Council's online digital communications platform and the website	Seek input from people with lived experience of disability. Embed ACWG consultation into team planning for new projects (esp. with community wide ventures). Digital feedback is not always reliable or personable for people with disability. Telephone hotline for feedback?  Updates in the Echo were appreciated - new DA applications were accessible	Media and Communications	Council accepts feedback in a range of forms including phone, online, via email, letter and verbally, taking into account that not everyone is able to use, or is comfortable with, online formats. Depending on the project, we have, and do, offer one-on-one meetings and visits for people who are not able to attend organised activities.  When working with staff in planning	No change.

IP&R link			Submission comments	Responsible unit	Response	Recommendation to Council
Code	Activity	Measure				
					and executing engagement activities we do factor in accessibility and options for engagement, including through the ACWG, but take on board there is always room for improvement in this area.  The majority of our consultations are advertised in the Echo. Other mediums are also used, depending on the project.	
1.4.4.4	Human resources systems and process improvement to increase operational efficiency and meet cyber security requirements	Identify, procure and commence implementation of new Human Resources Information System	Recommended to be regularly updated.	People and Culture	Updates on the HRIS procurement process and implementation can be provided.	No change
2.5.1.3	Partner with Access Consultative Working Group to implement disability inclusion action planning priorities	Ongoing monitoring and reporting on disability inclusion outcomes	Happy with wording.	Social and Cultural Planning	Council values its partnership with the ACWG and the expertise of its members. Meetings continue to be held on a bi-monthly basis and the group provides feedback on a range of Council initiatives. Council will continue working with the ACWG to identify priorities within the access and inclusion space, and monitor outcomes.	No change
2.5.1.4	Work in partnership with people with disability, carers in the development of a new Disability Inclusion Action Plan 2025-2029	Disability Inclusion Action Plan 2025-2029	Reword activity to include educators:  Work in partnership with people with disability, carers and educators in the development of a new Disability Inclusion Action Plan 2025-2029	Social and Cultural Planning	Council acknowledge the ACWG's recommendation that educators working with people with disability are included in the development of Council's DIAP 2025-2029. Council will ensure the perspectives of educators are included in community consultations.	Amend activity: Work in partnership with people with disability, carers and educators in the development of a new Disability Inclusion Action Plan 2025-2029
4.1.3.1	Facilitate the Place Planning Collective in order to promote and support implementation of actions from adopted town / village masterplans	Place Planning Collective meetings held and memberships renewed in accordance with the PPC Charter and the Disability Inclusion Action Plan	Request for ACWG to be consulted.	Environmental and Economic Planning	ACWG will be consulted on place planning projects.  The next review/call for membership of the Place Planning Collective will consider diversity of representation.	No change
4.1.3.10	Develop a Place Plan for the North Byron Coastal Communities of Ocean Shores, South Golden Beach and New Brighton	Draft plan reported to Council	Request for ACWG to be consulted.	Environmental and Economic Planning	ACWG will be consulted on place planning projects.	No change



# 2024/25 Operational Plan & Budget

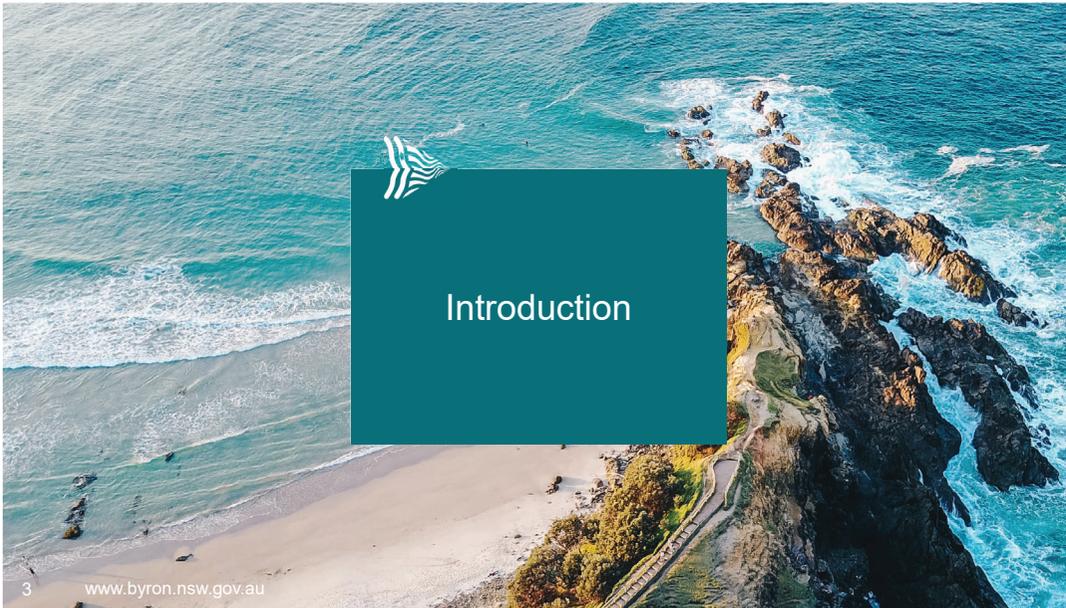


Welcome to  
the community  
conversation

## Acknowledgement of Country

I would like to begin by acknowledging the Traditional Owners of the land on which we meet today, the Arakwal of the Bundjalung and pay my respects to Elders past and present.

I would like to extend that respect to the Midjungbul people to the north and the Widjabal people to the west and all the Aboriginal people gathered here today.



Introduction

## Housekeeping

- Location of bathrooms & emergency evacuation
- Be respectful of each other
- One person speaks at a time
- Be open in expressing your ideas



# Who's listening?



**Councillors**

**Executive Team**

- **General Manager** Mark Arnold
- **Directors**
  - Esmeralda Davis, Corporate & Community Services
  - Phillip Holloway, Infrastructure Services
  - Sarah Nagel (Acting Director Sustainable Environment & Economy)
- **Staff**
  - Finance
  - Corporate Services



**Integrated Planning and Reporting (IP&R)**

**Vision**

# MEETING PLACE

**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*

# Appendix A

## 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.



## IP&R Framework

www.byron.nsw.gov.au



The annual Operational Plan details the individual projects and activities that will be undertaken each year to achieve the commitments of the Delivery Program.

It comprises the **Operational Plan, Budget, and Statement of Revenue Policy** (incl. fees and charges)

## Operational Plan

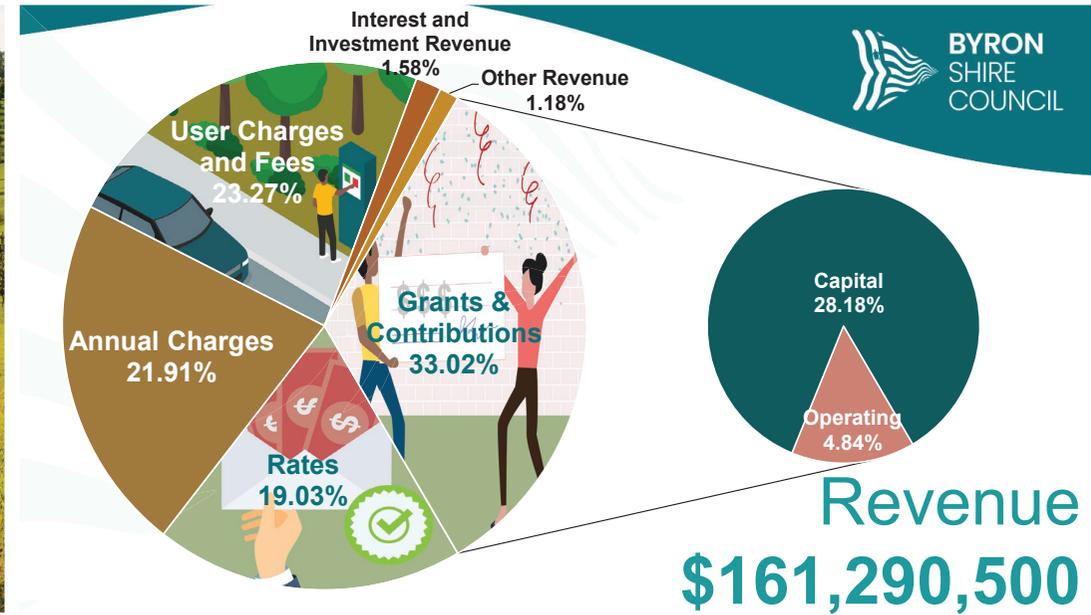
www.byron.nsw.gov.au

## How to read the draft Operational Plan:

### 1: Effective Leadership



DP Priority	OP	OP Activity	Completion Statement	Due	Type	Res	Link	Responsibility
1.1.1 Leadership - Enhance leadership effectiveness, capacity, and ethical behaviour	1.1.1.1	Coordinate Council's annual policy review program, update and publish adopted policies	100% of adopted policies are published within 7 days of adoption, in a format that meets WCAG 2.1 AA requirements; annual status reported to Executive Team and the Audit Risk and Improvement Committee	Jun-25	Program		Systems & Processes	Corporate Services
	1.1.1.2	Develop and deliver a professional development program for the Mayor and Councillors	Individual program developed and delivered based on Councillors' identified needs	Jun-25	Service (BAU)			Corporate Services



## RATES

Council levies what is called an ordinary rate for all rateable land in the Council area based on rating categories of residential, farmland and business.

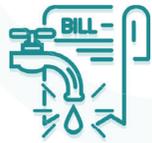
The rating category is determined based on the dominant land use. Council utilises a rating methodology of an *ad valorem* rate multiplied by a land value set by the Valuer General subject to a minimum rate.

**Council's revenue from general land rates will increase in total by 4.8% in accordance with IPART's approved rate peg for Byron Shire**

## 2024/25 Rating Structure

Category, Sub-Category or Reduced Minimum Rate	Estimated Number of Properties	Rate in the Dollar (\$)	Minimum Rate (\$)	Total Estimated Income (\$)	Proportional Contribution of Yield (%)	Estimated Average Rate
Residential	14,207	0.1157	1,000	22,987,611	73.97%	1,619
Residential – Flood/Coastal	15	0.1157	500	9,221	0.03%	615
Business	1,191	0.2102	1,000	3,884,093	12.50%	3,261
Business - Byron Bay CBD	359	0.3048	1,000	2,641,767	8.50%	7,359
Mining	0	0.2102	1,000	0	0.00%	0
Farmland	534	0.0879	1,000	1,552,933	4.99%	2,922
Farmland – Flood/Coastal	2	0.0879	500	1,000	0.01%	500
<b>TOTALS</b>	<b>16,308</b>			<b>31,076,625</b>	<b>100.00%</b>	<b>1,906</b>

Based on minimum rate of \$1,000 as set by Council as *Option 2*



## CHARGES



- Charges are either a fixed annual charge or based on usage for the following services:
  - Water
  - Sewerage
  - Waste (Domestic and Non-Domestic)
  - Urban Stormwater
- Generally not regulated but are set at a level designed to recover the cost of providing the services.



## WATER

For residential this is usually:  
**Water Access Charge = \$237**  
**Water Usage Charge = \$3.61/KL**

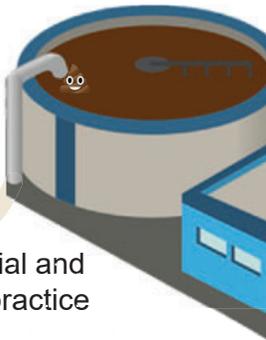
Water charging structure:

- 1. Fixed annual access charge** levied on properties with access to the water supply and
- 2. Usage charge** based on the volume of water consumed

[www.byron.nsw.gov.au](http://www.byron.nsw.gov.au)



sewer



Council's wastewater (sewer) pricing structure for residential and non-residential properties complies with WaterNSW best practice pricing guidelines and is summarised as:

- For residential properties – Fixed annual access charge only based on the size of the water meter connection/s (commonly **\$1,563**)
- For non-residential properties – Fixed annual access charge (based on the size of the water meter connection/s) + Volumetric usage charge based on the estimated percentage of water returned to the wastewater system

## Domestic Waste Management Charges



Urban – 3 bin collection



Rural – 2 bin collection



Service Type	Service Charge
80L mixed (fortnightly)	\$359
140L mixed (fortnightly)	\$607
240L mixed (fortnightly)	\$834
140L mixed (weekly)	\$1,372
240L mixed (weekly)	\$1,711

Service Type	Service Charge
140L mixed (fortnightly)	\$471
240L mixed (fortnightly)	\$638

Designed to provide an incentive to customers to reduce the level of waste that ends up in landfill

[www.byron.nsw.gov.au](http://www.byron.nsw.gov.au)

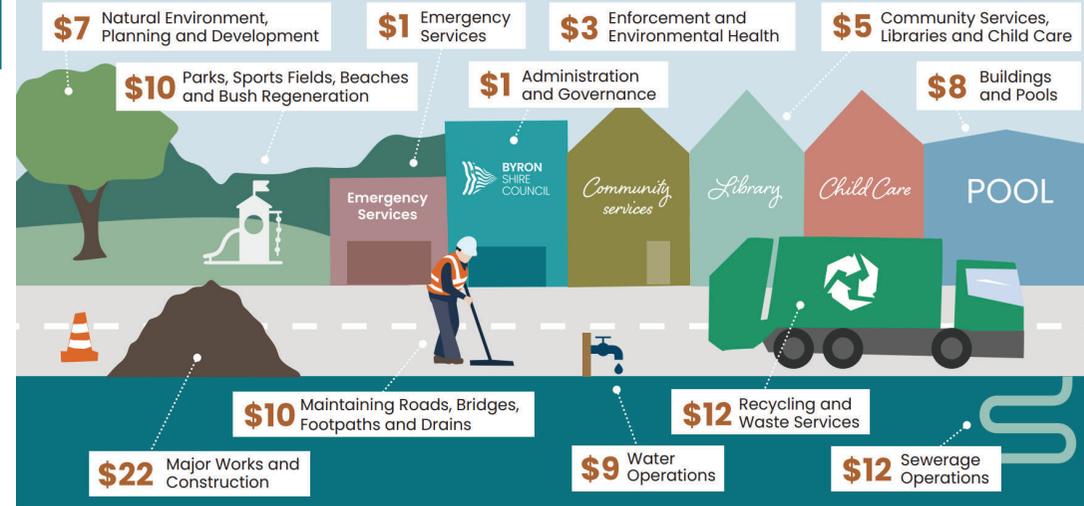


# Summary of Rates and Charges



Rate or Charge	2023/24	2024/25 Draft	Change (\$)	Change (%)
Ordinary Land Rate - Residential (average rate as per draft sch 2)	1,547	1,618	71	4.6%
Domestic Waste Collection Charge (140 litre mixed waste bin)	460	474	14	3.0%
Waste Operations Charge	127	133	6	4.7%
Water Access Charge (Standard 20mm water meter)	217	237	20	9.2%
Water Usage Charge (Average household - 220 kilolitres pa)	728	794	66	9.1%
Wastewater (sewer) Access Charge	1,434	1,563	129	9.0%
Stormwater Charge	25	25	0	0.0%
<b>TOTALS:</b>	<b>4,538</b>	<b>4,844</b>	<b>306</b>	<b>6.7%</b>
<b>Quarterly Cost:</b>	<b>1,135</b>	<b>1,211</b>	<b>76</b>	<b>6.7%</b>
<b>Weekly Cost:</b>	<b>87</b>	<b>93</b>	<b>6</b>	<b>6.9%</b>

## For every \$100 spent we will invest:



## Funding the Operational Plan

All activities identified in the OP that require funding and resourcing need to be captured in the Budget

Operational Plan

Budget

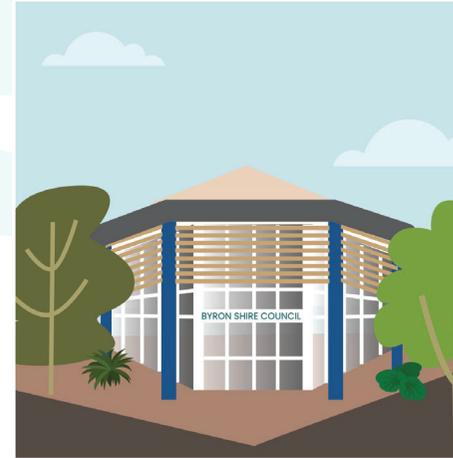
Any adjustments to the Budget will impact the scope of works able to be delivered in the OP



Programs, projects, and services

## Effective Leadership

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



## 2024 Local Government Election



- Candidate information sessions
- Election
- Councillor induction and onboarding
- Advisory Committee Review
- State of our Shire Report
- Integrated Planning and Reporting

## Customer Experience



Continuous improvement of customer request management (CRM) system to enhance customer experience

## Inclusive Community

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

## Supporting the Community

- Arts and Creative Industries Action Plan
- Youth engagement
- Community Awards
- Homelessness
- Disability Inclusion Action Plan
- Halls and improvements to management of s355 Committees
- Strengthening relationships with Aboriginal community
- Libraries
- Lone Goat Gallery



## Byron Hospital Repurposing



The site will have a wide range of uses with three main precincts:

1. **Education precinct** – home to one of Australia's leading universities.
2. **Community precinct** – access to essential services such as mental health, family support and youth services.
3. **Commercial precinct** – professional space for socially-minded health, wellbeing and for-purpose businesses that align with the core vision of supporting individuals and the community to thrive.



## Proactive Enforcement & Education

Parking enforcement



Implementation of Dogs in Public Spaces Strategy directions (short to medium term)



Continued support of rough sleepers and vulnerable individuals

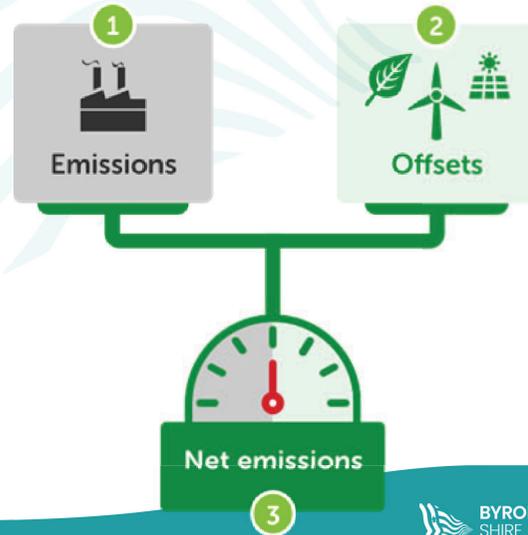


## Nurtured Environment

We nurture and enhance the natural environment

## Sustainability

- Annual operational emissions inventory reporting
- Energy Resilience audits across council's assets
- Climate Change Adaptation Plan progress reporting
- Delivery of community climate conversations projects
- Support community gardens
- Support EV and Car Share programs



## Biodiversity

- Deliver Koala Plan of Management
- Deliver Flying Fox Management Plan
- Continue to support and promote sustainable agriculture
- Review and deliver Pest Animal Management Plan



## Single-use Packaging and Materials Policy

The **Single-use Packaging and Materials Policy** aims to:

- Reduce plastic pollution and litter on our beaches and open spaces.
- Reduce carbon emissions in making, moving and disposing.
- Minimise landfill.
- Preserve natural resources.

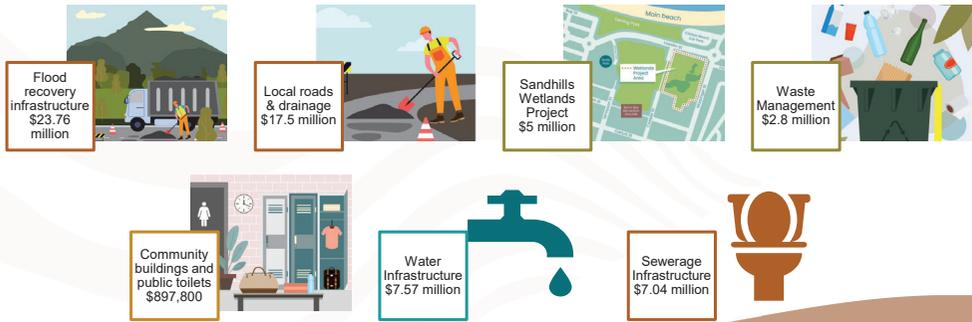
## Other Initiatives

- Implementation of the **Litter & Illegal Dumping Prevention Strategy**
- Increase in reuse and repair programs and workshops: **The Re-Market**
- **Towards zero waste** events





# Capital Expenditure \$69,373,000



# Roadworks and drainage \$17.5 million



## Infrastructure Recovery

Over 600 pieces of infrastructure damaged in the February 2022 floods including:

- Roads
- Bridges
- Causeways
- Guardrails

The cost of repair and reconstruction works is estimated to be more than \$280 million.

There is a program of \$23.76 million in the 2024/25 budget.



Spoil Management Strategy

Myocum Quarry Rehabilitation

Brunswick Heads Parking Scheme

Update Developer Servicing Plan

Pump station renewals across the Shire

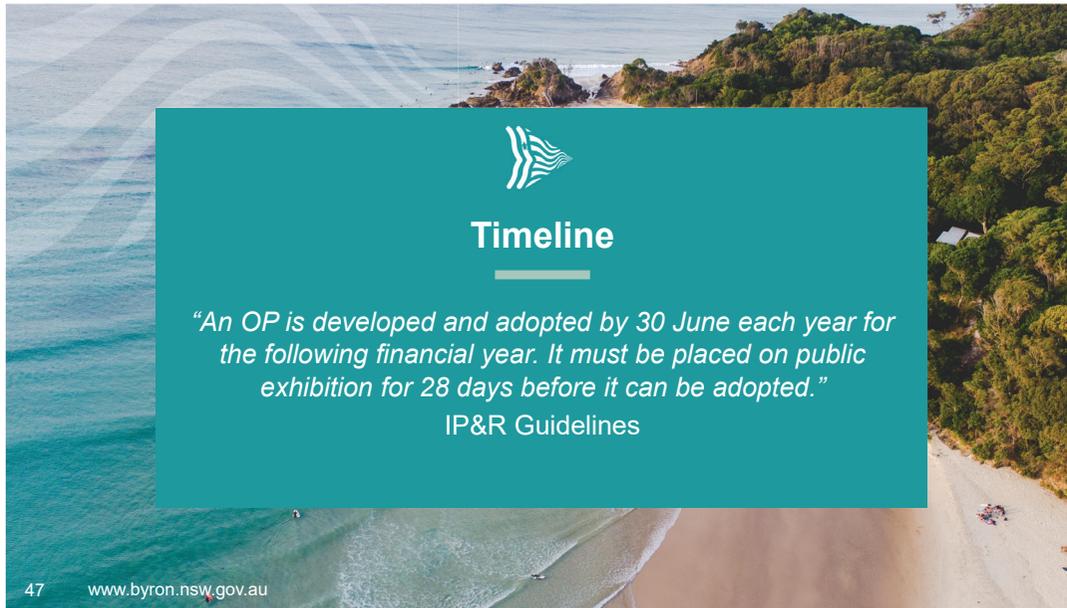
Ocean Shores to Brunswick Valley STP pipeline detailed design

Construction of Emergency Trunk Water Main for Mullumbimby

Construction of Water Main along Ewingsdale Road Byron Bay

## Appendix A

	Pool Strategy	Shire Wide Playground action plan
Master planning for First and Suffolk Park holiday parks		Byron Foreshore Concept Plan
Heritage Park Improvements (path/play)	Linda Vidler Park entry path	



### Timeline

*"An OP is developed and adopted by 30 June each year for the following financial year. It must be placed on public exhibition for 28 days before it can be adopted."*

IP&R Guidelines


**BYRON SHIRE COUNCIL**

## Make a submission



The Operational Plan and Budget are currently on public exhibition and we will ask the community look through it, consider our proposed activities, and provide feedback.

Submissions are open until 17 May:

🖱️ online [www.byron.nsw.gov.au/OP-budget-25](http://www.byron.nsw.gov.au/OP-budget-25)



**BYRON**  
SHIRE  
COUNCIL

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