

Delivery Program

2025-29



Acknowledgement 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 People's native title rights and interests within the Byron Shire.

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



1. Mayors Executive Summary

I am pleased to present our program for delivering outcomes to the Byron Shire community over the next four years: The 2025 – 2029 Delivery Program.

This program sets out the commitment made by myself and all Byron Shire Councillors about what we're aiming to achieve in our term as your elected members. The refresh of the Community Strategic Plan has reaffirmed what's most important to our community and what we want our future to look like.

We can't achieve everything in our four-year term but the Delivery Program outlines what we are prioritising in the medium-term so that it's possible to do the work we need to do now to achieve our long-term goals.

Through this Program, I am looking forward to continuing work across our Shire on the things that keep our towns running - like road and drainage upgrades and maintenance, rubbish, parks and open spaces while also focusing in on key projects our community wants and needs.

Housing is one of the biggest issues we face in the Byron Shire LGA and one that deserves our solid focus and action. We will be prioritising housing security, responsible development, and collaboration to take action to meet the diverse housing needs of our community.

Nurturing our natural environment also remains high on the list for me, with some of our focus areas being biodiversity, climate change adaptation and mitigation, and waste minimisation.

We also want to move forward with increasing active and public transport options in our Shire that are safe and accessible and allow us to connect up our towns and villages.

And that's only the beginning. Our priorities cover working alongside First Nations people, enhancing placemaking and community building, addressing water security, and supporting creative industries and small business ... the list goes on. I strongly encourage you to read through the Program to see our full list of priorities.

We have also clearly linked them back to the objectives in the Community Strategic Plan so you can see how our strategies will achieve meaningful outcomes towards a future that our community desires.

Council will remain accountable to you, the community, and we will monitor our progress through publicly available six-monthly reports.

I invite you to join us on this journey as we roll out our full program of works and actions for the Byron Shire.

- Mayor Sarah Ndiaye



Contents

1. Mayors Executive Summary	3
2. Introduction	5
Integrated Planning and Reporting.....	5
3. The Council	9
Guiding Principles	9
Council Operations Snapshot	10
Council Services	11
Your elected Representatives	12
Committees of Council.....	13
Partners	13
Council's Approach to Risk	14
Councils role	19
3. Delivery Program Priorities	20
How to read the Delivery Program	20
1. Effective Leadership	22
2. Inclusive Community.....	32
3. Nurtured Environment.....	45
4. Ethical Growth	54
5. Connected Infrastructure.....	63
5. Evaluation	79
Performance Measures.....	79
Progress Reports.....	79
Service Reviews	80
FOR MORE INFORMATION.....	81

1. Introduction

Integrated Planning and Reporting

The Integrated Planning and Reporting Framework in NSW requires all councils to adopt a suite of strategic plans.

These long-term plans provide transparency and make it possible for Council to plan in a manner which ensures that community needs and priorities are responded to well into the future.

Council also has a suite of policies which help inform operations and decision making, and these policies are adhered to in alignment with the Integrated Planning and Reporting Framework.

Framework for Integrated Planning and Reporting at Council:



10 Year Community Strategic Plan

Leading the Council's planning hierarchy, the Community Strategic Plan (CSP) captures the community's vision, aspirations, and expectations for the future. It identifies key social, economic, and environmental priorities and long term strategies to achieve these goals over the next 10 years

The Byron Shire Community Strategic Plan 2035 is Council's current Plan and what this Delivery Program is based off.

The Vision in the Byron Shire CSP 2035 is:

"Byron Shire is a meeting place where people can come together to connect, share, grow, inspire and create positive change"

There are 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 proactive 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 and resiliently
5. **Connected Infrastructure** - We have connected infrastructure, transport, and facilities that are safe, accessible and reliable

Community Strategic Plan 2035 – Plan on a Page

Byron Shire Community Strategic Plan 2035

1. *Effective* Leadership

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



Enhance trust and accountability through open and transparent leadership

Engage, inform, and involve community in decision making

Ethical and efficient management of resources

Enhance organisation capability through innovative practices and regional partnerships

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

2. *Inclusive* Community

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



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

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

Work with Aboriginal communities to support self determination and shared decision making while promoting broader understanding

Enrich opportunities, education and support services to help young people thrive in place

Create social impact initiatives to address adversity and support an inclusive society

3. *Nurtured* Environment

We nurture and enhance the natural environment



Partner to nurture and enhance biodiversity, ecosystems, and ecology and deliver nature positive outcomes

Deliver initiatives and education programs to encourage protection of the environment

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

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

Minimise waste and encourage recycling and resource recovery practices

4. *Ethical* Growth

We will responsibly and resiliently navigate growth and change



Manage responsible development through effective place and space planning

Enable housing diversity and create collaborative initiatives to meet housing needs

Support sustainable local business development, visitation and events

Support a resilient community that can adapt and respond to changes

5. *Connected* Infrastructure

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



Provide a safe, reliable, and accessible transport network

Connect towns and villages through integrated, active, and public transport services

Ensure infrastructure meets future needs and invest in emerging technologies

Provide accessible community facilities and open spaces

Provide continuous and sustainable water and sewerage management

10 Year Resourcing Strategy

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

4 Year Delivery Program

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

Annual Operational Plan

The Delivery Program is supported by an annual Operational Plan which details the individual projects and activities that will be undertaken each year to achieve the commitments of the Delivery Program. The Operational Plan is supported by a detailed budget and a statement of revenue policy, which also sets the fees and charges for that year.

Community Engagement

The Byron Shire Community Engagement Strategy (CES) supports the development of all Council's plans, policies, programs and key activities. This includes those relating to IP&R, as well as strategic plans and programs required under other legislation. The strategy outlines: how and when Council will engage, tools and methods Council will use to communicate, how the community can participate and how community feedback informs the decision-making process.

The Community Participation Plan explains how Council will engage with our community about planning matters in the Byron Shire.

2. The Council

Guiding Principles

Byron Shire Council and all other councils in NSW operate within a legislative framework determined by the NSW Government. The NSW Local Government Act 1993 requires all NSW councils to perform to Guiding Principles including those described in Section 8A (Guiding principles for councils) of the Act. Council supports those principles and therefore commits to its community as follows:

- (1) **Exercise of functions generally** - The following general principles apply to the exercise of functions by Council (staff and Councillors)
- (a) Council will provide strong and effective representation, leadership, planning and decision-making.
 - (b) Council will carry out functions in a way that provides the best possible value for residents and ratepayers.
 - (c) Council will plan strategically, using the integrated planning and reporting framework, for the provision of effective and efficient services and regulation to meet the diverse needs of the local community.
 - (d) Council will apply the integrated planning and reporting framework in carrying out their functions so as to achieve desired outcomes and continuous improvements.
 - (e) Council will work co-operatively with other councils and the State government to achieve desired outcomes for the local community.
 - (f) Council will manage lands and other assets so that current and future local community needs can be met in an affordable way.
 - (g) Council will work with others to secure appropriate services for local community needs.
 - (h) Council will act fairly, ethically and without bias in the interests of the local community.
 - (i) Council will be responsible employers and provide a consultative and supportive working environment for staff.
- (2) **Decision-making** -The following principles apply to decision-making by Council (subject to any other applicable law)
- (a) Council will recognise diverse local community needs and interests.
 - (b) Council will consider social justice principles.
 - (c) Council will consider the long term and cumulative effects of actions on future generations.
 - (d) Council will consider the principles of ecologically sustainable development.
 - (e) Council decision-making will be transparent and decision-makers will be accountable for decisions and omissions.
- (3) **Community participation** - Council will actively engage with its local community, through the use of the integrated planning and reporting framework and other measures.

Reference to Section 8A: <https://legislation.nsw.gov.au/view/html/inforce/current/act-1993-030#ch.3>

Council Operations Snapshot

- **610km** of Roads
- **99km** of Footpaths
- **33** Carparks
- **3** Libraries and **1** Mobile Library
- **4** Cemeteries
- **9** Community Halls
- **1** Art Gallery
- **1** Childcare Centre
- **1** Sports Centre
- **1** Companion Animal Facility
- **42** Bridges
- **85** Causeways
- **108** Major Culverts
- **5.14km** of Urban Stormwater Mains
- **42** Playgrounds
- **22** Sports fields
- **2** Public Swimming Pools
- **217km** of Sewer Reticulation
- **72km** of Sewer Rising Main
- **4** Sewage Treatment Plants
- **88** Sewer Pump Stations
- **253km** Water Reticulation
- **1** Waste Management Centre



Council Services

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

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

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

Your elected representatives

Council has eight councillors and a popularly elected Mayor.



Mayor Sarah Ndiaye



Cr Delta Kay



Cr Asren Pugh



Cr Jack Dods



Cr Michelle Lowe



Cr Janet Swain



Cr Elia Hauge



Cr Michael Lyon



Cr David Warth

Term of Council:
September 2024 to
September 2028

Committees of Council

Advisory Committees make recommendations to the Council to assist in their decision making. The Council decides the topics and expertise for each advisory committee when it is established. The Terms of Reference outline each committee's purpose and structure.

Council has 10 advisory committees:

- Arts Advisory Committee
- Audit, Risk and Improvement Advisory Committee
- Biodiversity and Agricultural Advisory Committee
- Business and Industry Advisory Committee
- Climate Change and Resource Recovery Advisory Committee
- Coast and ICOLL Advisory Committee
- Finance Advisory Committee
- Floodplain Risk Management Advisory Committee
- Transport and Infrastructure Advisory Committee
- Water and Sewer Advisory Committee

Partners

Council partners with a range of stakeholders to deliver the Delivery Program including:

- Residents and rate payers
- Aboriginal organisations and stakeholders
- Federal, State and local governments
- Business and industries
- Community organisations, clubs and groups
- Community service providers
- Charities and not for profits

Council's Approach to Risk

Byron Shire Council has responsibilities under the Local Government Act 1993 and the Office of Local Government Guidelines for Risk Management and Internal Audit for Local Government in NSW to ensure that Council is doing its best for the community and can deliver the community's goals and objectives outlined in the Community Strategic Plan 2035. This includes managing risks effectively and proactively.

Council's Enterprise Risk Management Framework has identified nine key categories of risk that are managed through Council's Strategic and Operational Risk Registers and supporting tools, policies and procedures. These are to ensure that Council:

- is financially sustainability
- has the right people with the right skills
- is compliant with relevant laws, regulations, policies and ethical standards
- nurtures and protects the environment
- ensures workplace and public safety
- has modern, integrated and effective business systems and technology
- delivers services at an expected quality and standard
- has assets and infrastructure that meet the current and future needs of the community and;
- has a reputation built on trust, transparency and positive engagement.

Council is also required to have an audit, risk and improvement committee and internal audit function to provide independent advice and oversight on whether Council is functioning effectively and whether the risks facing Council and its operations have been accurately identified and mitigated.

Risk Appetite

Council proactively manages risk and opportunity across the following key categories, outlined in the diagram below. Councils play a crucial role in delivering essential services, safeguarding the community, and managing public assets while ensuring long-term financial sustainability. To achieve this, we take a balanced approach—carefully assessing risks while seeking opportunities to enhance efficiency, explore new technologies, and adopt best practices that strengthen our ability to serve the community effectively.

	Cautious Preference for options that avoid risk or have low inherent risk	Moderate Preference for safe options with a low degree of residual risk for potential reward	Open Willing to consider all potential options, with a preference for innovation, leading to higher rewards	
Minimal Risk Approach	Conservative approach to avoid exposure to corrupt financial transactions or activities that contravene legislated or policy requirements.	 Financial		Risk Positive Approach
		 People	Open to a diverse recruitment strategy that considers other sectors, experiences and innovation that would benefit Council and the community.	
	Minimal appetite for breaches of legal obligations or contractual agreements that result in fines, penalties, or reputational damage.	 Legal & Compliance		
	Cautious appetite for environmental impacts arising from normal business activities, however open to innovative practices and services for the betterment of the environment and Byron Shire.	 Environmental		
	Minimal appetite for work practices, actions, or inactions that compromise the wellbeing and safety of people, including staff and members of the public.	 Workplace & Public Safety		
	Adverse to exposure to cyber security threats and extended outages, while being open to the implementation of new technologies creating opportunity for business improvement.	 Business Systems & Technology		
		 Service Delivery	Focused on continuous improvement and opportunity to enhance service delivery and efficiencies for the community.	
		 Assets	Willing to trial new methods and technologies for asset maintenance, management, and renewals, even where long term outcomes may be unknown.	
	Unwilling to accept decisions or behaviour that may result in prolonged, adverse scrutiny from the media and/or community.	 Reputation		

Grant funded projects

Council can receive grant funding via four mechanisms:

1. **Non-competitive pre-determined funding**, allocated by the state or commonwealth eg. Financial Assistance Grant
2. **Competitive Grant Seeking** via state or commonwealth funding programs.
3. **Natural Disaster Funding** is awarded for repairing and recovering local government essential public infrastructure following a declared event.
4. **Election Commitment Funding** is delivered through ad-hoc or one-off grants following a state or federal election.

Local government seeks grants to fund specific projects or initiatives. These projects typically include community development programs and community infrastructure projects such as roads, buildings, open spaces, active recreation, services and programs. Competitive grant-seeking requires careful preparation, research, and a thorough understanding of the grant application process, including requirements, deadlines and eligibility criteria.

Grant funded infrastructure assets can be categorised under two categories: new and renewal. Each category will have differing outcomes for Council budgets.

A **new** infrastructure asset is a newly developed or constructed physical asset that supports public services and functions within a community or region. New infrastructure assets can significantly impact initial capital expenditures (design, approvals and construction) and ongoing maintenance and operations (debt servicing if funding is borrowed, upkeep of assets such as repairs, cleaning, safety inspections and staffing). New assets can also stimulate economic growth during construction and indirectly beyond and support intrinsic outcomes such as well-being and safety (intrinsic and extrinsic outcomes).

Infrastructure asset **renewal** refers to upgrading, replacing, or refurbishing existing infrastructure assets to extend their useful life, improve their performance, and ensure they continue to meet the community's or users' needs. This renewal process is essential for maintaining the functionality and safety of infrastructure that have aged or deteriorated over time. Like new assets, renewal can significantly impact initial capital expenditure; however, renewing infrastructure assets can lead to improved efficiency and cost savings impacts on forward maintenance budgets. Renewed assets are often more energy-efficient, require fewer repairs, and can support technological upgrades, reducing operational costs and extending the asset's lifespan. Renewal of assets also supports economic growth during construction.

Grants and 'business as usual'

While grants can provide vital funding for local government initiatives, they are not considered 'business as usual' for the following reasons:

1. Uncertainty of upcoming Grant Programs

A key challenge is the unpredictability of non-competitive and competitive grant opportunities. Details about new state and commonwealth funding programs, including their specific objectives, eligible deliverables, and merit assessment criteria, are often not released until the program's official launch. These unknowns make pre-planning challenging, especially when within competitive application tight deadlines.

2. Unknown Co-Contribution Requirements

It is common for competitive grant programs to require a co-contribution from applicants and the details are not available until the funding guidelines are released. This lack of clarity makes it difficult for Council to forward plan available budgets, allocate funding, and secure approvals ahead of time.

3. Dependence on Consultants and Contractors

Many grant applications rely on external consultants or contractors for technical advice, feasibility studies, or project management expertise to deliver the project. However, the availability of these professionals is not guaranteed, particularly following active building periods or natural disasters. Plus, some grant programs only cover costs of contractors, not existing staff, meaning some grant funded initiatives need to be delivered using external companies.

4. Timeframe Pressures for Project Delivery

Once a grant is secured, councils must adhere to strict timeframes for project delivery. Staff capacity, contractor availability, and unforeseen delays such as supply chain disruptions can jeopardise the successful implementation of projects. Failing to meet a grant's delivery deadlines can lead to penalties, reputational harm, and strained relationships with funding bodies.

5. Change of Government

A change of government often brings a change in policy priorities as new leadership seeks to implement its agenda and new outcomes. These policy changes can significantly affect existing programs and introduce new initiatives, including adjustments to grant funded programs. Depending on their alignment with the new priorities, such transitions can create opportunities and challenges.

Priority Grant Funding Aims and Projects

Byron Shire Council Grants seeking program aims to:

1. Contribute to a more resilient and sustainable future for the Byron Shire community by leveraging grant opportunities to drive positive change and bring lasting benefits to our residents and visitors alike.
2. Pursue grant opportunities that align with our Community Strategic Plan and support priority outcomes from key Council strategies and plans.
3. Collaborate with stakeholders to identify and prioritise grant opportunities that address key community needs and priorities.

4. Build on our proven track record of effectively utilising grant funds to achieve positive outcomes and measurable impact for the communities we serve.
5. Recognise the vital role of support and partnerships in successful grant-seeking efforts and work proactively with stakeholders to cultivate these relationships.
6. Ensure that successful grant applications deliver tangible benefits for our community, such as improved infrastructure, increased access to services, and expanded recreational opportunities.

Priority Grant Funding Projects and Programs

Council will seek grant funding for projects and programs listed under each theme and/or within the Delivery Program and Operational Plan activities. Projects identified are, generally, more than \$300,000 in value.

The projects listed for potential grant funding applications are considered a dynamic list. They may change due to new and updated Council strategies and plans and impacts from unforeseeable events such as natural disasters and pandemics.

Competitive grant applications being prepared, submitted, awaiting an outcome, and awarded will be reported monthly to Council. Competitive grant-funded projects and services are also reported in the Council's Annual Report.

Councils role

The Community Strategic Plan 2035 identifies the various roles Council plays in achieving the community's main priorities and aspirations for the future. Council is wholly responsible for some Delivery Program priorities whereas others require Council to advocate and lobby those that are responsible and work in partnership. Many Delivery Program priorities will require Council to perform a variety of roles.

PROVIDER



We provide a range of infrastructure, services, facilities, and programs

PARTNER



We partner with others to deliver outcomes for our community

LEADER



We lead positive change and mobilise others

ADVOCATE



We give a voice to the community and advocate for their needs

PLANNER



We research and plan for the future needs of our community

COLLABORATOR



We work together to develop solutions to challenges facing our community

3. Delivery Program Priorities

How to read the Delivery Program

1.4 Enhance organisation capability through innovative practices and regional partnerships

This is the Community Strategic Plan Strategy



Delivery Program Priorities:

1.4.1 Agency partnerships

Maintain effective relationships with other levels of government and regional partners to advocate for community needs and further shared goals.

1.4.2 Continuous improvement and innovation

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

1.4.3 Workforce culture, leadership, and wellbeing

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

This is the Delivery Program Priority

Indicators

This is the performance indicator we will use to measure success. The Baseline Result at first measurement and End of Term (EoT) Result are shown for reference.

Target legend:

✓ = Maintain

↑ = Increase

↓ = Decrease

View the Outcomes Measurement Framework on Council's website for more information.

Related Strategies and Plans:

- Workforce Management Strategy

Indicators:

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Resident satisfaction with overall performance	Resident satisfaction with the performance of Council over the past 12 months	3.09 (2022)	2.92	✓
Motivation and satisfaction scores	Organisational Culture Inventory (OCI) motivation and satisfaction scores	Motivation 3.89 Satisfaction 3.93 (2021)	Motivation 4.19 Satisfaction 4.07	↑
Workforce safety	Lost time injury rates	36 days per 100 employees (FY21)	92 days per 100 employees (2023)	↓

Strategies, Policies, and Plans

These are the key Council plans, policies, and strategies related to the Delivery Program Priorities.

To view these go to <https://www.byron.nsw.gov.au/Council/Plans-Strategies> or contact Council.



1. Effective Leadership

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

Strategies:

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

Effective Leadership Priority Grant Funding Projects and Programs:

- Disaster Resilience Coordination

1.1 Enhance trust and accountability through open and transparent leadership



Delivery Program Priorities:

1.1.1 Leadership

Enhance leadership effectiveness, capacity, accountability and ethical behaviour

1.1.2 Governance

Ensure legislative compliance and support Councillors to carry out their civic duties

1.1.3 Information management and communication

Provide timely, accessible, and accurate information to the community

1.1.4 Risk management

Recognise risks and manage them proactively

Strategies, Policies, and Plans

- Code of Conduct
- Code of Meeting Practice
- Business Ethics Statement
- Complaint Handling Policy
- Councillor and Staff Interaction Policy
- Councillor Expenses and Facilities Policy
- Data breach Policy
- Fraud and Corruption Control Policy
- Legal Costs - Assistance to Council Officials Policy
- Managing Conflicts of Interest for Council Related Development Policy
- Public Interest Disclosures Policy
- Related Party Disclosure Policy
- Risk Management Policy
- Strategic Partnerships Policy

Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Code of Conduct Complaints	Number of finalised code of conduct complaints where there was found to be a breach	0 (FY22)	0	0
Diversity of elected representatives (crs)	A. % of female crs; B. % of Indigenous crs; C. % of NESB crs; D. % of elected age <30 crs; E. % of elected age >60 crs	A. 39% B. 3.9% C. 10.1% D. 4.2% E. 41%	N/A	✓ or ↑
Completion of Audit Plan	Proportion of Audit plans completed in specified timeframe	4 (FY22)	4	✓
Completion of report actions (from Audit plans)	Proportion of recommended Audit plan and report actions completed in specified timeframe	Based on the number of audit actions in the period.	62 (Jan 23-Jan 24)	✓

1.2 Engage, inform, and involve community in decision making



Delivery Program Priorities:

1.2.1 Community engagement

Engage meaningfully with the community to inform Council decision making using the IAP2 Framework

1.2.2 Customer service

Deliver efficient customer service consistent with our Customer Service Standards

1.2.3 Advisory committees

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

Strategies, Policies, and Plans

- Community Engagement Strategy
- Community Participation Plan
- Communication and Social Media Policy

Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Community consultation/ engagement	Residents' level of satisfaction with community consultation/ engagement	3.06 (2020)	2.79	✓
Participation in Council decision making	Residents' level of satisfaction with opportunities to participate in Council decision making	2.86 (2020)	2.73	↑
Digital platform engagement – Byron Shire website	Number of visits to Byron Shire Council website	257,569 (FY22Q1)	696, 000	✓
Digital platform engagement Your Say Byron Shire	Number of visits to Your Say Byron Shire platform	8,657 (FY22Q1)	33,364	✓
Customer service satisfaction rating	Residents' level of satisfaction with the way their contact with Council was handled	3.52 (2020)	3.05	↑

IN FOCUS: Community Engagement Strategy

The Community Engagement Strategy 2024 to 2028 explains how Council involves people in decisions that are important to them. It is informed by the methodologies and tools developed by the International Association for Public Participation (IAP2) and is based on the social justice principles of equity, access, participation, and rights

This strategy outlines:

- How and when we will engage.
- Tools and methods we will use to communicate.
- How the community can participate.
- How community feedback informs the decision-making process

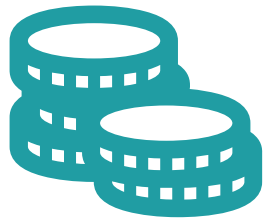
Principles

Council's community engagement is underpinned by the following principles:

- Inclusive and accessible
- Genuine and meaningful
- Respectful and supportive
- Open and transparent
- Accountable

Based on these principles Council acknowledges our community has the right to be informed about matters that affect them and that we need to provide information in plain language that is easy to understand and accessible in a format to suit different needs. Our consultation and engagement should be genuine, ongoing, meaningful, inclusive, and representative

1.3 Ethical, fair and efficient management of resources



Delivery Program Priorities:

1.3.1 Financial management	1.3.2 Revenue sources	1.3.3 Asset management	1.3.4 Procurement	1.3.5 Resourcing
Ensure the financial integrity and sustainability of Council through effective financial management	Review finances and productivity to identify and investigate additional revenue sources including a Special Rate Variation	Use financial, operational and maintenance practices to ensure the best return on investment and sustainability of assets	Ensure Council's procurement framework is robust, efficient, and effective	Identify and investigate resourcing to meet future needs

Strategies, Policies, and Plans

Resourcing Strategy

- Long Term Financial Plan
- Workforce Management Strategy
- Asset Management Strategy/Plan
- Asset Management Policy
- Council Investments Policy
- Debt Management and Financial Hardship Assistance Policy
- Disposal of Assets Policy
- Land Acquisition and Disposal Policy
- Leasing and Licensing Policy
- Light Motor Vehicle Fleet Policy
- Loan Borrowings Policy
- Procurement and Purchasing Policy
- Rates and Charges - Pensioner Concessions Policy
- Sponsorship Received by Council Policy

Indicators

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

Indicator	Baseline Result (FY22)	EoT Result (2024)	Target
Operating performance ratio*	-5.41%	4.28%	>0%
Unrestricted current ratio*	3.52x	3.75x	>1.5x
Debt service cover ratio*	2.44x	4.26x	>2x
Rates and annual changes outstanding percentage*	9.6%	12.99%	<10%
Cash expenses cover ratio per annum*	8.89 months	14.68 months	>3 months
Own Source Revenue*	65.79%	66.73%	>60%
Asset maintenance Ratio*	78.53%	85.27%	>100%

1.4 Enhance organisation capability through innovative practices and regional partnerships



Delivery Program Priorities:

1.4.1 Agency partnerships

Maintain effective relationships with other levels of government and regional partners to advocate for community needs and further shared goals.

1.4.2 Continuous improvement and innovation

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

1.4.3 Workforce culture, leadership, and wellbeing

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

Strategies, Policies, and Plans

- Workforce Management Strategy

Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Resident satisfaction with overall performance	Resident satisfaction with the performance of Council over the past 12 months	3.09 (2022)	2.92	✓
Motivation and satisfaction scores	Organisational Culture Inventory (OCI) motivation and satisfaction scores	Motivation 3.89 Satisfaction 3.93 (2021)	Motivation 4.19 Satisfaction 4.07	↑
Workforce safety	Lost time injury rates	36 days per 100 employees (FY21)	92 days per 100 employees (2023)	↓

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



Delivery Program Priorities:

1.5.1 Community grant programs

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

1.5.2 Collaboration and capacity building

Build community capacity through collaboration and opportunities for volunteering

Strategies, Policies, and Plans

- Community Gardens Policy
- Community Initiatives Program (Section 356) Policy
- Fund Raising (Community Organisations) Policy
- Section 356 Donations - Rates and Charges
- Volunteering with Council Policy

Indicators

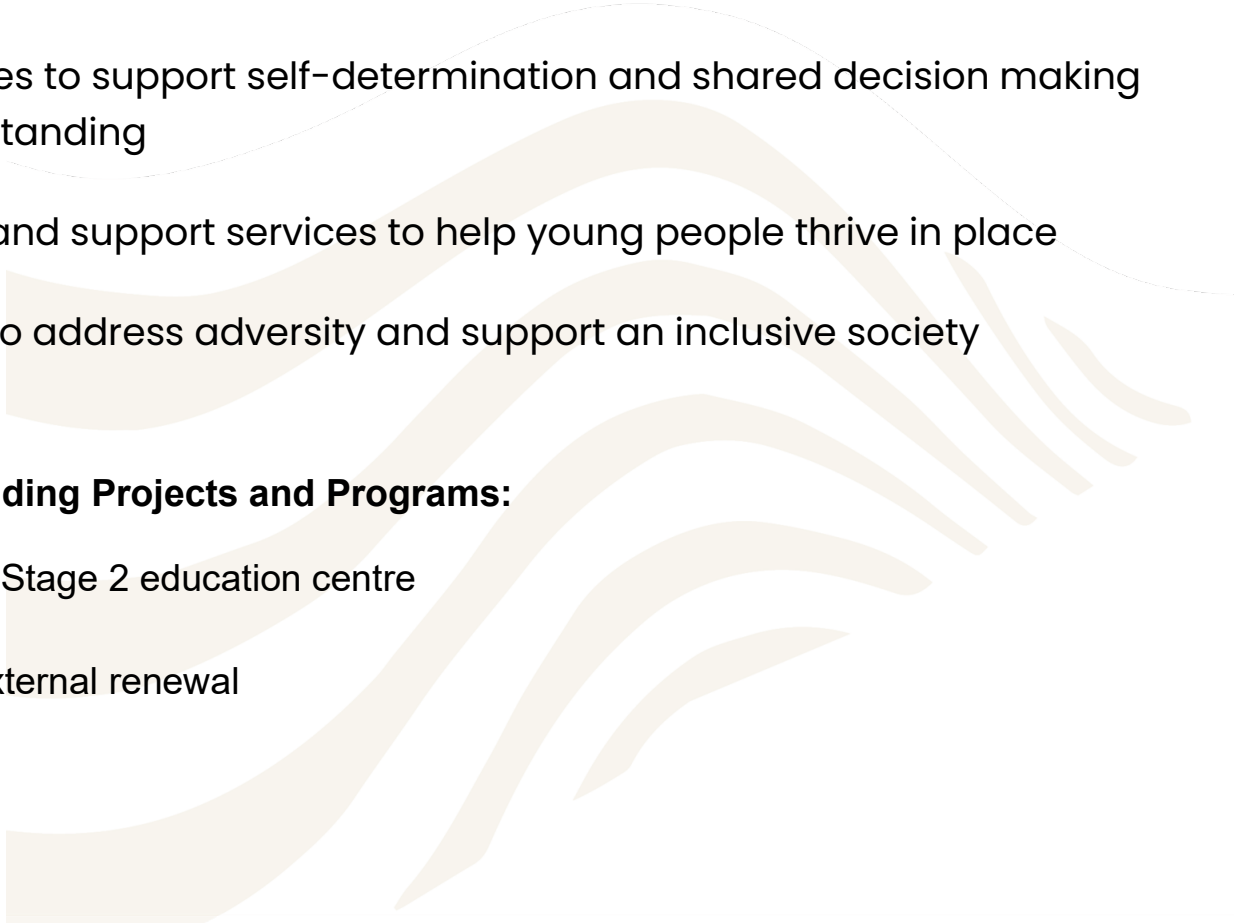
Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Community grant supports	Value of grants and subsidies awarded by Council	\$590,823.66 (FY22)	\$641,433	✓
Satisfaction with support for volunteers	Residents' level of satisfaction with support for volunteers	3.49 (2020)	3.22	↑



2. Inclusive Community

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

Strategies:

- 
- 2.1** Foster opportunities to express, celebrate and participate in arts and cultural activity
 - 2.2** Enhance safety and contribute to the physical, mental, and spiritual health and wellbeing of the community
 - 2.3** Work with Aboriginal communities to support self-determination and shared decision making while promoting broader understanding
 - 2.4** Enrich opportunities, education and support services to help young people thrive in place
 - 2.5** Create social impact initiatives to address adversity and support an inclusive society

Inclusive Community Priority Grant Funding Projects and Programs:

- Byron Co-Lab on Arakwal Country – Stage 2 education centre
- Shire wide inclusive beach access
- Mullumbimby Civic Hall Precinct – external renewal

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



Delivery Program Priorities:

2.1.1 Public art

Foster creativity in public spaces and build public art opportunities

2.1.2 Lone Goat Gallery

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

2.1.3 Artistic and creative industries

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

Strategies, Policies, and Plans

- Public Art Strategy
- Arts and Culture Action Plan
- Busking Policy
- Public Art Policy

Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Satisfaction with public art	Residents' level of satisfaction with public art	2.90 (2020)	2.92	↑

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



Delivery Program Priorities:

2.2.1 Safety initiatives

Support community driven safety initiatives

2.2.2 Public health

Protect, promote and control risks to public health

2.2.3 Regulatory controls and compliance

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

2.2.4 Companion animals

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

Strategies, Policies, and Plans

- Dogs in Public Spaces Strategy
- Asbestos Policy
- Building Information Certificates Policy
- Building in the Vicinity of Underground Infrastructure Policy
- Companion Animal Exercise Areas Policy
- Enforcement Policy
- Liquor Licensing and Approval Policy
- Local Orders for the Keeping of Animals Policy

Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Crime rates (against person)	Domestic violence related assault per 100K population	357.8 (2021)	312.2	↓
Crime rates (against person)	Non-domestic violence related assault per 100K population	556.3 (2021)	673.8	↓
Crime rates (against property)	Malicious damage to property per 100K population	858.2 (2021)	651.9	↓
Satisfaction with public health and safety management program	Residents' level of satisfaction with public health and safety management	Question to be added to the next Community Survey	3.27	✓

Indicators continued:

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Swimming Pool Safety	Number of compliance and non – compliance certificates issued.	1. 78 Compliance Certificates issued, 38 Non-compliance certificates issued (2023/24)	N/A	✓
Annual Fire Safety Statement (AFSS) Program	1. Number of AFSS submitted. 2. Number of Fire Safety Orders issued.	1. 172 2. 32 (2023/24)	N/A	✓
Satisfaction with companion animal management	Residents' level of satisfaction with companion animal management	3.05 (2023)	2.7	↑

2.3 Work with Aboriginal communities to support self-determination and shared decision making while promoting broader understanding



Delivery Program Priorities:

2.3.1
Aboriginal
community and
First Nations
People

Develop strong and
productive
relationships that
empower the
Aboriginal
community

2.3.2
Aboriginal cultural
expression

Support First Nations
cultural expression

2.3.3
Caring for Country
and Aboriginal
custodianship

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

2.3.4
Aboriginal history

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

2.3.5
Cultural and
economic
development

Increase the
economic self-
determination of
Aboriginal
communities

Strategies, Policies, and Plans

- Aboriginal Engagement Framework

Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Aboriginal priorities embedded	Extent of Aboriginal priorities embedded into Council project planning and decision-making	To be determined	N/A	To be determined once a baseline is established
Aboriginal and Torres Strait Islander people's legal rights or interests to land and sea	Area of land mass and sea waters that are subject to Aboriginal and Torres Strait Islander people's legal rights or interests	To be determined	N/A	By 2030, a 15% increase in Australia's land mass subject to Aboriginal and Torres Strait Islander people's legal rights or interests. By 2030, a 15% increase in areas covered by Aboriginal and Torres Strait Islander people's legal rights or interests in the sea.
Spending on Aboriginal Business	Percentage of goods and services spent on Aboriginal businesses	To be determined	N/A	3% of goods and services spend on Aboriginal businesses

Q IN FOCUS: Working with Aboriginal communities

Council is committed to deepening our relationships with Aboriginal community stakeholders through genuine, community-led engagement. We recognise that government policies and practices have caused deep and lasting harm to Aboriginal people, and we acknowledge the ongoing impacts of colonisation, dispossession, and systemic injustice. Rebuilding trust requires more than words it requires action, accountability, and a fundamental shift in the way we work.

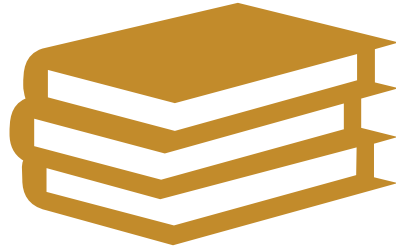
This Council term, we are partnering with Native Title Holders, Traditional Custodians, Local Aboriginal Land Councils, and Aboriginal community stakeholders to build culturally safe and sustainable ways of coming together that centre shared power, collaboration, self-determination, and long-term partnerships.

This approach reflects our recognition of Aboriginal people as the First Peoples and our shared responsibility to move forward with respect, truth, and a commitment to change. It requires us to show up with humility, listen deeply, and be guided by Aboriginal leaders in our community. We want to embed these ways of working across our organisation and activities, both now and moving forward.

Together, we are building a future based on justice, equity, and respect. This work is not only for today, but also a commitment to future generations, ensuring that the voices of Aboriginal communities shape the decisions that affect their lives, lands, and culture.



2.4 Enrich opportunities, education and support services to help young people thrive in place



Delivery Program Priorities:

2.4.1 Libraries

Provide modern library services in partnership with Richmond Tweed Regional Library services

2.4.2 Youth

Increase engagement with young people and support and encourage programs that offer mentoring, leadership, and pathways to education and employment

2.4.3 Children's services

Provide and support high quality early childhood education services

Strategies, Policies, and Plans

- Children's Services Quality Improvement Plan
- Children's Services Policy
- Child Safe Policy

Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Satisfaction with libraries	Residents' level of satisfaction with libraries	4.18 (2020)	4.11	✓
Library circulation	Library circulation per capita	9.92 (2020/21)	9.83	✓
Youth population	% of population who are 15-24 years and younger	8.8% (2021)	8.8% (2021)	✓
Children developmentally on track	Children developmentally on track across all 5 AEDC domains	Physical – 85.9 Social – 87.5 Emotional – 84.0 Language – 91.1 Communication – 92.9 (2021)	Physical – 85.9 Social – 87.5 Emotional – 84.0 Language – 91.1 Communication – 92.9 (2021)	✓

Indicators (cont):

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Young people in employment, education or training	% of population aged 15-24 who are in any combination of employment, education and training (partially or fully engaged)	56.8% fully engaged 22.3% partially engaged 10.2% disengaged 10.8% not stated (2021)	56.8% fully engaged 22.3% partially engaged 10.2% disengaged 10.8% not stated (2021)	✓
Post-school qualifications	Annual apprenticeships & traineeships completions trend	30,896 (2024)	30,896 (2024) – Recorded at EoT	✓
Satisfaction with early childhood education and care services	Residents' level of satisfaction with childcare services	3.72 (2020)	3.41	↑
Children enrolled in preschool	Proportion of children aged 4-5 enrolled in a preschool or other preschool program	55.85% (2021)	55.85% (2021)	✓

2.5 Create social impact initiatives to address adversity and support an inclusive society



Delivery Program Priorities:

2.5.1 Access and inclusion

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

2.5.2 Advocacy

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

2.5.3 Rough sleeping

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

Strategies, Policies, and Plans

- Disability Inclusion Action Plan
- Homelessness Action Plan
- Homelessness Policy

Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Accessibility and Inclusion	Access and Inclusion Index score	20/100 (2024)	20/100 (2024)	↑
Rates of rough sleeping	Estimated number of people sleeping rough	348 (2024)	246 (ABS Census, 2021), 348 (DCJ Rough Sleeper Count (2024)	↓
Homelessness Support	Number of people who received support from Specialist Housing and Homelessness Services	255 (2021/22)	N/A	↓

Indicators (continued):

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Social and Temporary Housing Support	Number of crisis beds/temporary accommodation available in Byron Shire LGA,	Baseline to be established	N/A	↑
Social and Temporary Housing Support waitlist	Number of people on social housing waitlist in Byron Shire LGA,	405 (2025)	N/A	↓

IN FOCUS: Access and Inclusion

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

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

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

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

Focus Areas:

Attitudes and Behaviours

Liveable Communities

Meaningful Employment

Systems and Processes

All Welcome

Access and inclusion for everyone



Byron Shire



3. Nurtured Environment

“We nurture and enhance the natural environment”

Strategies:

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

Nurtured Environment Grant Priority Project Areas

- Priority Projects within the *Towards Zero Integrated Waste Strategy 2019 to 2029* including:
 - Myocum Landfill closure
 - Waste education and circular economy
 - Waste collection, recovery and illegal dumping initiatives
 - Byron Bioenergy Facility
- Riparian restoration of Brunswick River and Saltwater Creek
- The Green Line – Byron Bay to Belongil coastal walk

3.1 Partner to nurture and enhance biodiversity, ecosystems, and ecology and deliver nature positive outcomes



Delivery Program Priorities:

3.1.1 Native species

Protect and enhance the landscape and biodiversity values to improve ecological resilience and reduce threats

3.1.2 Pest and weed management

Provide integrated pest management practices on council owned and managed land

3.1.3 Ecological restoration

Restore degraded areas that provide high environmental or community value

Strategies, Policies, and Plans

- Integrated Pest Management Policy and Strategy
- Biodiversity Conservation Strategy
- Flying Fox Camp Management Plan
- Pest Animal Management Plan
- Koala Plan of Management
- Camphor Laurel Management in Byron Shire Policy
- Circuses which include the use or display of exotic, wild or native Australian animals

Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Pest animal management	Number of established vertebrate pest animal species for which council is implementing management programs	6 vertebrate pest species, 1. Indian Myna 2. Feral Cats 3. European foxes 4. Wild dog/dingoes 5. Rabbits 6. Cane toad (2024)	N/A	✓ or ↑

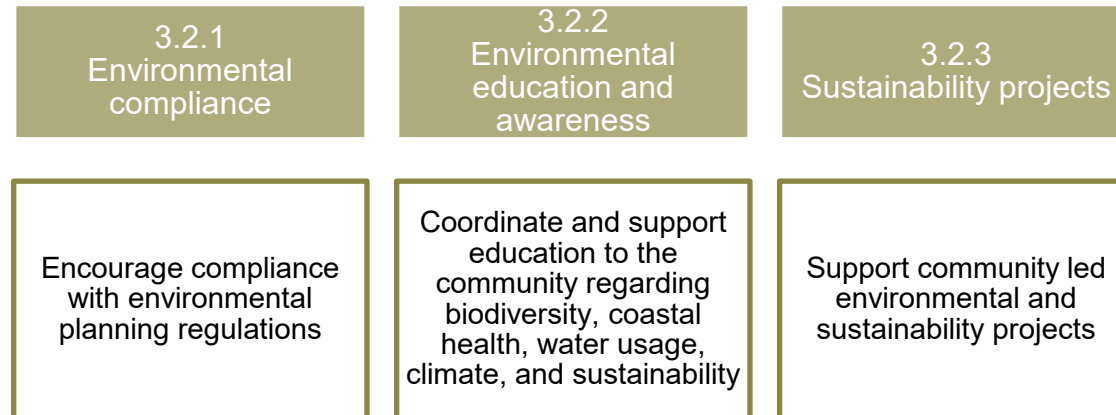
Indicators (continued):

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Bush regeneration (Council land)	Hectares of bush/natural areas regenerated per annum (ha) on Council land	Total bushland reserves owned or managed: 634 Ha Maintenance level: 114Ha Sites In Progress: 225 Ha	Total bushland reserves owned or managed: 643 Ha Maintenance level: 148Ha Sites In Progress: 287 Ha	✓

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



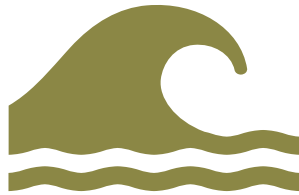
Delivery Program Priorities:



Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Engagement in education programs	Number of participants involved in the various environmental education programs run by Council	Baseline to be established	N/A	Target to be specified once baseline is established
Land for wildlife properties	The number of properties registered to Landcare Land for Wildlife Program in Byron Shire	161 properties (September 2024)	N/A	✓ or ↑
Reduced community carbon emissions	Indicates the outcomes of engagement and awareness on community carbon emissions	311,000 tCO ₂ e (2022/23)	N/A	↓

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



Delivery Program Priorities:

3.3.1 Coastal Management Program

Undertake Coastal Management Program planning and implementation

3.3.2 Catchment and riparian health

Investigate and support catchment health improvement initiatives

Strategies, Policies, and Plans

- Coastal Management Programs for the Byron Shire open coast
- Coastal Management Program for Belongil and Tallow (and Ti Tree Lake) estuaries
- Tallow Creek Entrance Opening Strategy (EOS)
- Belongil Creek Entrance Opening Strategy (EOS)
- Commercial Activities on Coastal and Riparian Crown Reserves Policy

Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Satisfaction with the management of waterways and beaches, including creeks and wetlands	Residents' level of satisfaction with coastline management	3.05 (2020)	3.11	↑
Beach and coastline health	Beachwatch program monitors and reports on recreational water quality at seven swim sites, testing for Enterococci bacteria (colony forming units per 100ml)	Regular results posted online	100% of beaches rated good or very good	<41 = Good rating

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



Delivery Program Priorities:

3.4.1 Climate change mitigation

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

3.4.2 Climate change adaptation

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

3.4.3 Floodplain risk management

Manage the risks of flooding to property, people and the environment.

Strategies, Policies, and Plans

- Net Zero Emissions Strategy & Action Plan
- Climate Change Adaptation Plan
- Carbon Offset Procurement Policy
- Climate Change Strategic Planning Policy

Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Increased renewable energy	Kilowatt capacity of solar panels at Council sites per annum	608.5 kW (2025)	N/A	↑
Net council carbon emissions	The National Greenhouse and Energy Reporting (NGER) methodology is being used to monitor and report on Council's emissions.	14,190 net emissions (offset) (tCO2e)	29,802 net emissions (offset) (tCO2e)	✓

IN FOCUS: Restoring the Sandhills Wetlands

The Sandhills Wetland is in the heart of Byron Bay, behind Lawson Street and Massinger Street. The area was heavily sandmined in the 1960s which destroyed the original wetland. Council is restoring the Sandhills Wetland to:

- Improve the biodiversity on the site.
- Improve the water quality at Clarkes Beach.
- Create a welcoming space for our community to connect and enjoy.

Features of the Sandhills Wetlands

The proposed design includes approximately 1.8 hectares of wetland and includes:

- Three interconnected wetlands, including open water zones that can manage stormwater and improve water quality.
- A network of shared paths, providing access through, and around, the wetlands.
- Seating along the paths.

The aim is to create nature-based recreation and cultural education activities, encourage community use of the space and improve access between key sites in Byron Bay and discourage anti-social behaviour in the space.

Stormwater and flood management

Once established, the proposed stormwater management system is expected to improve the water quality at Clarkes Beach, Belongil Creek and Cumbebin Swamp. It will also help manage stormwater and flooding in the town centre by adding significant flood storage.

Project partners

- The project has been designed in consultation with Arakwal and Tweed Byron Aboriginal Lands Council
- This project is funded by the NSW Public Open Spaces Legacy Program and the Australian Government through the Emergency Response Fund administered by NSW Reconstruction Authority's Northern Rivers Recovery and Resilience Program 2022-23.



3.5 Minimise waste and encourage recycling and resource recovery practices



Delivery Program Priorities:

3.5.1
Waste management and resource recovery

Implement Integrated Waste Management and Resource Recovery Strategy - Towards Zero

3.5.2
Recycling and reusables

Work with business and tourism sector to reduce waste to landfill and promote a circular economy

3.5.3
Waste collection and landfill

Provide waste collection, processing, resource recovery, and landfill

3.5.4
Resource Recovery Education

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

3.5.5
Waste management facilities and services

Provide resource recovery facilities and services that meet statutory requirements

Strategies, Policies, and Plans

- Towards Zero Integrated Waste Strategy 2019 to 2029
- Litter and Illegal Dumping Prevention Strategy
- Single-use Packaging and Materials Policy
- Sustainable Catering Policy
- Sustainable Community Markets Policy
- Waste Disposal Fees for Not-for-Profit Groups Policy

Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Waste diversion rate	% of total waste diverted from landfill (tonnes)	63.51%	63.54%	↑
Single use diversion	# of single use items diverted from landfill through known internal operations, external events and surveyed results from staff	Baseline data to be established	N/A	↑
Illegal dumping	Number of illegal dumping incidents recorded	450 illegal dumping incidents for 2021-22	393 CRMs completed	↓
License compliance	Annual returns for NSW EPA Licenses are submitted on time with any non-conformances actioned.	EPL 6057 and 13127 Annual Returns	28.87 tonne material collected	✓



Oh my goodness

Specials

Brekkie Wrap

Melavach pastry wrap with
crumbled feta, semi-dried
olives

veg, eggs, lettuce
olives, salsa, tahini
pita pocket

\$16

4. Ethical Growth

“We will responsibly and resiliently navigate growth and change”

Strategies:

- 4.1** Manage responsible development through effective place and space planning
- 4.2** Enable housing diversity and create collaborative initiatives to meet housing needs
- 4.3** Support sustainable local business development, visitation and events
- 4.4** Support a resilient community that can adapt and respond to change

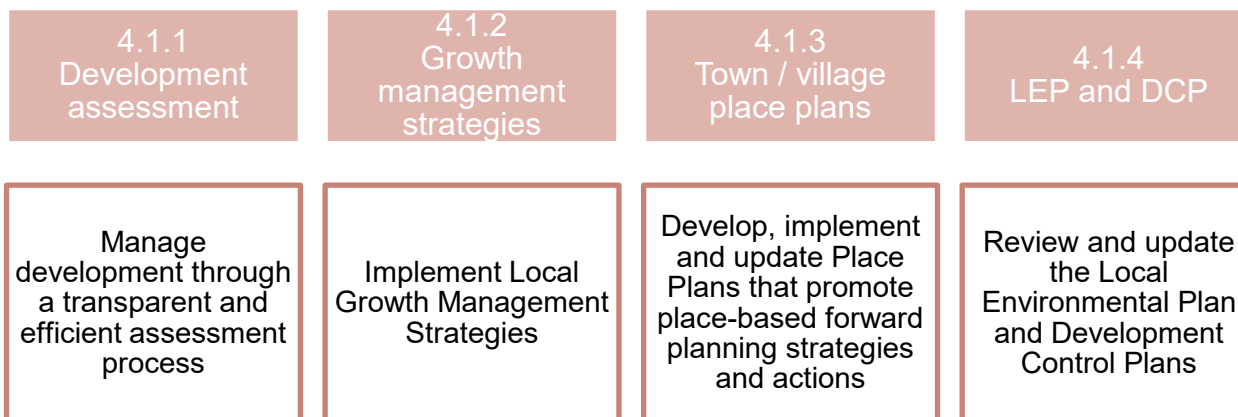
Ethical Growth Grant Priority Project Areas

- Lot 22 Mullumbimby Masterplan
- Placemaking and activation priorities

4.1 Manage responsible development through effective place and space planning



Delivery Program Priorities:



Strategies, Policies, and Plans

- Local Growth Management Strategies:
 - Rural Land Use Strategy
 - Residential Strategy
 - Business and Industrial Lands
- Local Strategic Planning Statement
- Byron Bay Masterplan
- Our Mullumbimby Masterplan
- Bangalow Village Plan
- Byron Arts & Industry Estate Precinct Plan
- Federal Village Masterplan
- New Brighton, South Golden Beach, and Ocean Shores Place Plan
- Byron Shire Heritage Strategy
- Contaminated Land Management Policy

- Design Excellence Panel Policy
- Local Approvals Policy
- Planning Agreements Policy
- Provision of Driveways Policy

Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Development applications	Number of development applications per annum	795 (FY22)	606	✓
Satisfaction with development application processing	Residents' level of satisfaction of development application processing	2.55 (2020)	2.05	✓
Heritage Schedule Listings	Number of heritage listings in the Local Environment Plan in Byron Shire	188 (2025)	N/A	✓

4.2 Enable housing diversity and create collaborative initiatives to meet housing needs



Delivery Program Priorities:

4.2.1 Housing security

Seek opportunities that provide fair, appropriate, and affordable housing

4.2.2 Partnerships and pilots to address housing needs

Investigate partnerships and pilots that deliver an innovative and affordable housing model

4.2.3 Legislation changes

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

Strategies, Policies, and Plans

Affordable Housing Contribution Policy

Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Housing supply, including public and social housing	Number of approvals for residential development and types of dwellings Number of public and social housing in Byron Shire LGA.	197 (July-Dec 22) Data for dwelling types being collated.	165 total (2023/24) • 94 houses • 71 other	↑
Housing stress	Households where the costs of a mortgage or renting is equal to >30% of income	Mortgage holders: 21.3% Renters: 50.2% (2025)	N/A	↓
Housing tenure	Percent of housing owned, rented, or social housing in the Shire	60% purchasing or fully owned their home 26.2% renting privately 1.7% social housing (2021)	60% purchasing or fully owned their home 26.2% renting privately 1.7% social housing (2021)	✓

IN FOCUS: Mullumbimby Hospital redevelopment

Council is making progress on redeveloping the former Mullumbimby Hospital site into a high quality residential and community precinct. The site is rare flood-free land and has been remediated and rezoned via a planning proposal. An Enquiry by Design process has produced community informed concept plans for the development. Council received \$263,000 to fund this work from the Commonwealth through the NSW Government's, Department of Planning, Housing and Infrastructure.

Project Objectives

The following project goals are defined for development of the site. These have been drawn from the Project Reference Group recommendations and informed by the environmental and financial implications from the remediation of the land.

- The development vision is achieved – especially the provision of ongoing diverse, affordable and attainable housing, and the provision of social and community infrastructure.
- Debt associated with site remediation and other development costs are repaid.
- Council undertakes a development strategy that meets point one while also maximising long term financial benefit and return for the community.
- Development stages generally adhere to the Site Strategy and Urban Design Protocol and meet site-specific statutory planning controls.
- Remediated land is developed safely in accordance with the Environmental Management Plan for the site.
- Community-led governance methods and/or substantial community engagement is employed at appropriate planning stages.

Development Vision

A vibrant mixed-use neighbourhood located just 15- minutes' walk to the centre of town and close to regional schools and services.

A living village, home to a diverse, creative and inclusive community – especially those who have been priced out of other areas of Byron Shire. This has been made possible by the provision of a range dwelling types, including affordable, attainable and accessible housing.

Community facilities and public spaces provide a place where the local community comes to meet, create, reflect and celebrate together. Facilities support local initiatives, art and culture, work and education needs through a variety of flexible spaces and options.

A beautiful, green neighbourhood with a rich character that draws inspiration from the local Mullumbimby culture and the special history of the site. It expresses the sustainability and resilience principles that are central values to the Byron Shire community.

The precinct is well connected by bus, bicycle routes and walking paths to the centre of town, nearby schools, recreation spaces and community facilities.



Context plan for the Mullumbimby Hospital redevelopment site

4.3 Support sustainable local business development, visitation and events



Delivery Program Priorities:

4.3.1 Events and activation

Develop a Vibrant
Economy Strategy
to support a
resilient and
diverse economy

4.3.2 Sustainable visitation

Advocate and
support sustainable
visitation and
destination
experiences

4.3.3 Business and industry

Create a
supportive
environment for
business to invest
and grow

Strategies, Policies, and Plans

- Vibrant Economy Strategy
- Agriculture Action Plan
- Filming on Council Owned and Controlled Land Protocol
- Temporary Use of Land Policy

Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Satisfaction with festival and event management	Residents' level of satisfaction with festival and event management	3.32 (2020)	3.15	↑
Value of the local economy	Gross regional product	\$1.88 billion; 1/1% growth in past year (Jun 2021)	\$2.71 billion	✓
Satisfaction with support for local businesses	Residents' level of satisfaction of Council's support for local businesses	Data source being determined.		Target to be specified once baseline is established
Rates of unemployment	Unemployment rate	4.4 (March 2022)	2.8%	✓
Value of visitor economy	Value added (\$) by visitor-related industries: retail trade; accommodation and food services; arts and recreation services	Retail trade: \$106.7m Accommodation/ food services: \$149.7m Arts and recreation: \$12.2m (2020/21)	Retail trade: \$106.7m Accommodation/ food services: \$149.7m Arts and recreation: \$12.2m (2020/21)	✓ or ↑

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



Delivery Program Priorities:

4.4.1
Emergency
management and
response

Support and participate in
local emergency
management

4.4.2
Disaster preparedness
and recovery

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

Strategies, Policies, and Plans

- Local Emergency Management Plan
- Local Recovery Plan
- Recovery Action Plan
- Waste Disposal following a Natural Disaster or Significant Storm Event Policy

Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Disaster Resilience	Australian Disaster Resilience Index (0 - low to 1 - high)	Moderate. Bangalow: 0.5872 Brunswick Heads - Ocean Shores: 0.5774 Byron Bay: 0.5557 Mullumbimby: 0.5150	Moderate. Bangalow: 0.5872 Brunswick Heads - Ocean Shores: 0.5774 Byron Bay: 0.5557 Mullumbimby: 0.5150	↑



5. Connected Infrastructure

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

Strategies:

- 5.1** Provide a safe, reliable, and accessible transport network
- 5.2** Connect the Shire through integrated transport services
- 5.3** Ensure infrastructure meets future needs and invest in emerging technologies
- 5.4** Provide accessible community facilities and open spaces
- 5.5** Provide continuous and sustainable water and sewerage management

Connected Infrastructure Grant Priority Project Areas

- Priority A projects with the *Byron Shire 10 Year Bike Plan* and *Byron Shire Pedestrian Access and Mobility Plan* including:
 - Bayshore Drive, Byron Bay, shared paths and footpaths
 - Byron Bay Industry and Arts Estate share paths
 - Lighthouse Road, Byron Bay, shared path
 - Kolora Way, Ocean Shores, shared path
 - Orana Road, Ocean Shores, shared path

- Mullumbimby to Brunswick Heads cycleway
- Byron Street, Bangalow, shared path
- Market Street, Bangalow, shared zone
- Raftons Road, Bangalow, shared path
- Stuart Street, Mullumbimby, shared path
- Station Street, Mullumbimby, footpath
- Tweed Street, Brunswick Heads, shared path
- Main Arm Road shared path
- Broken Head to Seven Mile Beach, Lennox Head cycleway
- Priority projects with the *Byron Bay Town Centre Masterplan*
 - Byron Bay foreshore renewal
 - Butler Street reserve remediation and future planning
- Priority projects within *Our Mullumbimby Masterplan*
 - Stuart Street Green Spine – stage 2
 - Burringbar Talking Street
 - Pedestrian and cycle links to Tallowood Estate and Pine Avenue
 - Station Street footpaths
 - Jubilee Avenue and Azalea Street intersection roundabout
 - Heritage Park renewal as per Masterplan
- Priority projects within the *Federal Village Masterplan*
 - Main Street safety improvements, paths and cycleway
 - Coorabell and Binna Bura Road intersection safety improvement

- Underground power in main street
- Tallow Creek Footbridge renewal
- Priority projects within *Byron Shire Open Space and Recreation Needs Assessment and Action Plan* including:
 - Shara Boulevard additional sports field
 - Brunswick Heads Recreation Ground club facilities upgrade, public amenities, lighting, seating, shade, canteen and storage facilities
 - Heritage Park, Mullumbimby, light boat ramp facilities
 - Waterlily Park upgrade including paths, boardwalk, shade and fenced dog park
 - Mullumbimby Recreation Grounds netball fields extension
 - Bangalow Recreation Grounds change rooms, playground, car parking, tennis and netball upgrades
 - Apex Park Byron Bay upgrades including public amenities, playground and connecting infrastructure
- Cavanbah Centre, Byron Bay, renew outdoor lighting and additional indoor courts
- Tallowood Park, Mullumbimby, public amenities
- Suffolk Park skate park renewal
- Mullumbimby and Gulgah Roads intersection roundabout upgrade
- M1 Pacific Motorway Byron Bay Interchange
- Northern Rivers Rail Trail, Booyong to Crabbes Creek
- Black Spot road safety projects
- Coorabell Road, Binna Burra, renewal
- Brunswick Heads Library renewal
- Redevelopment of the Byron Bay Memorial Pool
- Mullumbimby new swimming pool complex

- Brunswick Valley STP upgrade
- Byron Bay STP upgrade
- Mullumbimby Water security program
- Helen Street Footbridge renewal
- South Beach Road public amenities
- Seven Mile Beach Road asphalt reseal
- Clifford Street and Broken Head Road, Suffolk Park, roundabout
- Myocum Road flood access improvements
- Coorabell Scenic Road to Lismore Road intersection and road renewal
- McGettigan Lane roundabout, Ewingsdale
- Fern Street precinct drainage, Mullumbimby
- Priority actions from *North Byron Floodplain Risk Management Study*
 - Automatic flood warning road signs
 - Federation and Billinudgel Railway Debris control measures
 - New City Road Drainage modification
 - Avocado Court Drainage modification
- Priority actions from *Belongil Floodplain Risk Management Plan*
 - Byron Bay Drainage Strategy – construction implementation

5.1 Provide a safe, reliable, and accessible transport network



Delivery Program Priorities:

5.1.1 Road network maintenance

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

5.1.2 Road renewal and upgrades

Deliver road renewal and upgrade capital works program

5.1.3 Active transport - pedestrians and cycleways

Implement actions in the Active Transport Plan

5.1.4 Multi-use rail corridor

Progress plans for a Rail Trail and multi-use activation of the rail corridor

5.1.5 Restore road network

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

Strategies, Policies, and Plans

- Active Transport Plan
- Moving Byron Strategy
- Planting and Landscaping on Footpath Zones and Nature Strips within Road Reserves and Drainage Easements Policy
- Register of Roads Maintained by Council Policy
- Road Airspace Policy
- Signs as Remote Supervision Policy

Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Condition of sealed and unsealed roads	% of sealed and unsealed roads in 'Fair' condition or above (1=excellent, 2=good, 3=fair, 4=poor, 5=very poor)	Sealed: 88.1% Unsealed: 54.3% (22FY)	Not measured.	↑
Satisfaction with local roads	Residents' satisfaction with local roads	1.69 (2020)	2.01	↑
Satisfaction with bikeways and bicycle facilities	Residents' level of satisfaction with bikeways and bicycle facilities	2.61 (2020)	1.84	↑

IN FOCUS: Northern Rivers Rail Trail

The Northern Rivers Rail Trail is in various stages of construction across four Local Government Areas

Byron Shire is moving forward with planning and approvals for the rail trail from Mullumbimby to Crabbes Creek, and the old Byron Bay station through Bangalow to Booyong. Council has been working with Transport for NSW (TfNSW) and Department of Regional NSW to identify funding opportunities from both State and Federal Government for these activities.

A feasibility study is being undertaken for the 63 kms section between Yelgun and Eltham by the Northern Rivers Joint Organisation. The Regional NSW – Business Case and Strategy Development Fund awarded the Northern Rivers Joint Organisation \$481,115 to conduct this study.

Benefits of the Rail Trail:

- Economic development to businesses that operate adjacent to the trail
- Positive health and wellbeing impacts from exercising and being outdoors
- Showcasing the natural environment
- Heritage conservation
- Active transport route to commute car-free
- Rejuvenation of a disused public asset
- Catalyst for experience-based and nature tourism that spreads visitor activity across the Shire



Construction Stages

The Northern Rivers Rail Trail is being constructed in stages across four Local Government Areas:

1. Tweed Shire - 24kms - Murwillumbah to Crabbes Creek was opened on 1 March 2023
2. Richmond Valley - 13kms - Casino to Bentley was opened on 23 March 2024
3. Lismore - 37.2kms - Bentley to Lismore was opened on 14 December 2024 (16.3kms), Lismore to Booyung (20.9kms) not yet funded
4. Byron Shire - 54kms - Booyung to Yelgun not yet funded

A feasibility study is underway on the 63kms section between Eltham and Yelgun.

5.2 Connect the Shire through integrated, active, and public transport services



Delivery Program Priorities:

5.2.1 Regional transport links

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

5.2.2 Public transport

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

5.2.3 Traffic management

Improve the transport network to reduce reliance on cars

5.2.4 Parking

Manage parking through effective controls such as pay parking to support movement and place plans

Strategies, Policies, and Plans

- Moving Byron Strategy
- Integrated Transport Plan
- Car Share Policy
- Maximum Speed Limits on Rural Roads Policy

Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Satisfaction with public transport	Residents' level of satisfaction with public transport	2.08 (2020)	1.84	↑
Satisfaction with traffic planning and management	Residents' level of satisfaction with traffic planning and management	2.36 (2020)	2.45	↑
Satisfaction with parking	Residents' level of satisfaction with parking	2.62 (2020)	2.37	↑

5.3 Ensure infrastructure meets future needs and Invest in renewable energy and emerging technologies



Delivery Program Priorities:

5.3.1 Future needs

Plan for the infrastructure needs of the current and future population

5.3.2 Emerging technology

Explore opportunities to use emerging technologies as they arise

Strategies, Policies, and Plans

- Strategic Asset Management Plan
- Environmental Levy Implementation Policy
- Streetlight Glare Shields Policy
- Telecommunication Facilities on Council Owned Land Policy

5.4 Provide accessible community facilities and open spaces



Delivery Program Priorities:

5.4.1 Community buildings

Provide and maintain accessible community buildings to meet the needs of community

5.4.2 Parks and open spaces

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

5.4.3 Public amenities

Provide safe and clean public amenities compliant to accessible standards

5.4.4 Sporting facilities and swimming pools

Provide and maintain accessible and inclusive sporting facilities and swimming pools

5.4.5 Commercial facilities

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

Strategies, Policies, and Plans

- Recreation Needs Assessment and Action Plan
- Plans of Management for Council Lands
- Commercial Operations at Tyagarah Airfield Policy
- Commercial Use of Road Reserves Policy
- Memorials and Plaques in Open Spaces Policy
- Motor Vehicles on Beaches Policy
- Naming of Public Places and Community Facilities Policy
- Sportsfield User Policy
- Tourist, Street Name, Community Facility and Service Signs Policy
- Tree/Vegetation Vandalism Policy
- Wet Weather Sporting Ground Closure Policy

Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Satisfaction with community halls	Residents' level of satisfaction with community halls	3.88 (2020)	3.68	↑
Satisfaction with parks and playgrounds	Residents' level of satisfaction with parks and playgrounds	3.89 (2020)	3.01	↑
Satisfaction with town centres and public spaces	Satisfaction with quality of town centres and public spaces	3.23 (2020)	3.08	✓
Satisfaction with public toilets	Residents' level of satisfaction with public toilets	2.49 (2020)	2.47	↑
Satisfaction with sporting facilities	Residents' level of satisfaction with sporting facilities	3.59 (2020)	3.37	↑

IN FOCUS: Byron Foreshore Upgrade

The Byron Bay Foreshore is an iconic public space for residents and visitors. It offers a vibrant mix of activities, community clubs, business, and events. However, a number of challenges have arisen with the site including deteriorating assets such as rock walls, play space, furniture, dying vegetation, accessibility issues and environmental hazards.

In 2024 landscape concepts plan covering Main Beach carpark, Apex Park, Denning Park and Clarkes Beach were put to the community for feedback. The concept plans presented multiple proposals for the use of the Byron foreshore space to guide future improvements and allow an upgrade to the aging infrastructure. Over 700 people provided feedback and is being used to inform a final concept plan which will be put to Council for adoption in 2025.

Next Steps

Construction will be done in stages over the next 10 years. More detailed consultation with the community will happen for key projects such as playground design, arts and cultural elements, and Beach Café relocation.



5.5 Provide continuous and sustainable water and sewerage management



Delivery Program Priorities:

5.5.1 Water supply	5.5.2 Wastewater management	5.5.3 Stormwater	5.5.4 Water security
Provide a continuous water supply that is maintained in accordance with NSW Health guidelines	Manage effluent to ensure public health and protects and enhances the natural environment	Provide and maintain stormwater infrastructure	Plan for a sustainable future water supply to Mullumbimby

Strategies, Policies, and Plans

- Strategic Business Plan for Water and Sewerage
- Byron Shire Recycled Water Management Strategy 2017-2027
- Integrated Water Cycle Management Plan
- Water Sensitive Urban Design Policy and Strategy
- Byron Shire Council Drinking Water Management System
- Access to Bulk Water from Council Water Mains Policy
- Backflow Prevention Policy
- Liquid Trade Waste Policy
- Pressure Sewerage Policy
- Private Sewer Pump Station Policy
- Rainwater Tanks in Urban Areas Policy
- Reticulated/Town Drinking Water Quality Policy
- Water and Sewer Equivalent Tenements Policy
- Water Sensitive Urban Design Policy

Indicators

Indicator	Definition	Baseline Result	EoT Result (2024)	Target
Satisfaction with water supply	Residents' level of satisfaction with water supply	4.14 (2020)	4.07	✓
Byron Bay Urban Recycled Water Scheme consumption	Proportion of water used for urban purposes that is recycled	10%	5%	↑
Condition of water network	Condition assessment of the water network	2.43 (2024)	N/A	✓ (<=3)
Water renewal deferrals	Proportion of deferred water renewals	5.7% (2024)	N/A	↓ (Between 5 – 10%)
Satisfaction with sewerage management services	Residents' level of satisfaction with sewerage management services	3.78 (2020)	3.65	↑
Breaks and chokes to sewerage mains	Breaks and chokes per 100km	50	57.9 (23/24)	↓
Condition of sewer Network	Condition assessment of the sewer network	2.41	N/A	✓ (<=3)
Sewer renewal deferrals	Proportion of deferred sewer renewals	20%	N/A	↓ (Between 5 – 10%)

IN FOCUS: Byron Bay Drainage Upgrade

Council is upgrading drainage in Byron Bay to reduce the impacts and frequency of flooding in the town centre. Byron Bay has a history of flooding during heavy rain, compounded by low terrain, ocean levels, the Belongil Creek and aging infrastructure.

Council received close to \$20 million in funding for the construction of drainage upgrades, jointly funded by the Australian and NSW governments through the Infrastructure Betterment Fund as well as the Australian Government's Emergency Response Fund.

Why is the upgrade needed?

The drainage network in Byron Bay has design storm capacity of 3-6 months. This means it is expected that you will see street flooding 2-4 times per year. The Belongil Creek Flood Plan investigated options to resolve this and recommended the most cost-effective option would be a drainage upgrade that meets the 10 year design storm event and that this would require the use of flood pumps. In 2015 Council supported the construction of a 10 year design capacity drainage upgrade that included stormwater pumps as part of the Belongil Creek Flood Mitigation Program.

Where is the upgrade?

Three distinct areas make up the Byron Bay Drainage Upgrade. At this time, it is proposed that they can be delivered separately or together, this will be confirmed through detail design. The areas are as follows:

- Town Centre – Includes upgrades of the gravity drainage system within the town centre.
- Shirley Street – Includes construction of gravity networks, pump stations and levees, protecting the properties of the Shirley Street area from regional flooding and improving drainage from the town centre
- Cowper Street – Includes construction of a flood storage basin (Sandhills wetland) and upgrades to Cowper Street pipe outlet to Clarkes Beach. Also includes upgrades to cross drainage linkages between the Town Centre drainage, Cowper Street trunk drainage and possible flood pump. The Sandhills Wetland will be delivered separately but is part of the overall scheme.



5. Evaluation

Performance Measures

Performance indicators are provided across the Community Strategic Plan Objectives and subsequent Delivery Program Priorities. The indicators support Council to track progress using sound measurement and reliable data.

The indicators show how effective we are at:

- Bringing about positive change.
- Meeting the objectives of the Delivery Program and Community Strategic Plan.
- The indicators are aligned to the CSP and are complementary to each other, creating a narrative through which we can measure and monitor the Byron Shire's social progress journey.

The indicators are listed in the Outcomes Measurement Framework. The framework was initially developed in 2021/22 in partnership between Council and the Centre for Social Impact, University of NSW. The indicators have since been amended to reflect evolving measures of progress.

The progress indicators bring together data from a wide range of sources to track progress over time. Some are within Council's control whereas others are for Council to monitor to have oversight of issues in the Shire.

For more information about the measures and data sources view the [Outcomes Measurement Framework](#) on the Byron Shire Council website.

Progress Reports

Progress on the Delivery Program priorities and performance measures is reported to Council twice a year in the 6 monthly Delivery Program progress report. This is usually combined with the quarterly updates on the Operational Plan progress. Council also reports on how successful it has been in achieving the Delivery Program at the conclusion of each Council term in the State of Our Shire Report. These reports can be viewed on Council's website.

Service Reviews

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

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

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



BYRON
SHIRE
COUNCIL

FOR MORE INFORMATION

PO Box 219 Mullumbimby NSW 2482 (70 Station Street)

E : council@byron.nsw.gov.au

P: 02 6626 7000 | F: 02 6684 3018

www.byron.nsw.gov.au