

# Byron Shire

## *Community Strategic Plan*

### 2032



**BYRON**  
SHIRE  
COUNCIL



### 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 peoples native title rights and interests within the Shire; and to their Elders past and present.

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

## Mayor's Message



**Michael Lyon**  
Mayor

Welcome to the Byron Shire Community Strategic Plan 2032.

Byron Shire is a unique place. With a diverse and colourful population scattered across distinct communities of towns and villages. These places each have their own identity and aspirations. We will work hard to retain this essence now, and into the future.

In consultation with our community we've crafted a roadmap for our Shire known as the Community Strategic Plan. This sets out the long-term vision and promise to you over the next ten years.

This document describes opportunities and aspirations over the next ten years, as well as highlighting key challenges and changes that lie ahead. Most importantly, it outlines what can be done to tackle them.

This is the community's plan and we look forward to continuing the conversation as we work towards these shared goals.





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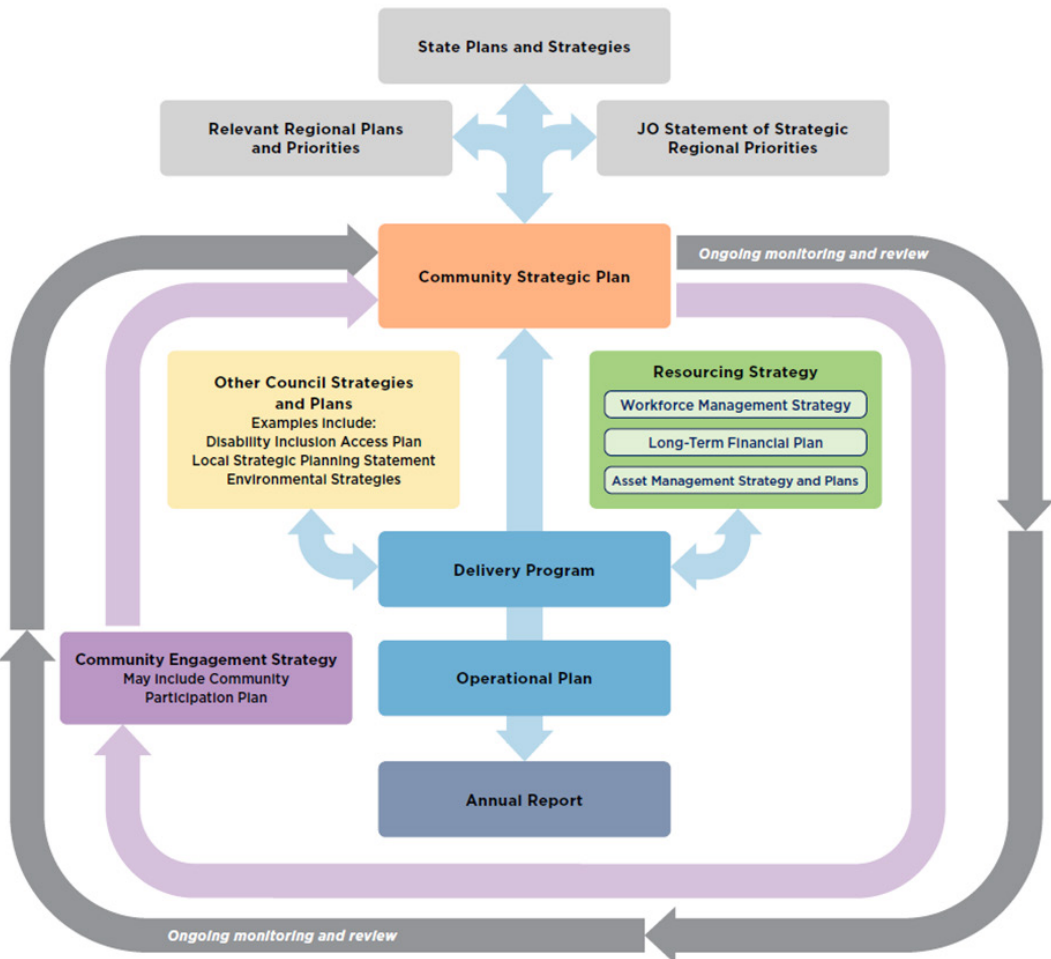


# Integrated Planning & Reporting

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.

## IPR Framework



# Community Strategic Plan

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

The Community Strategic Plan outlines the vision, community objectives and supporting strategies which will guide Council’s long-term decision making. Robust engagement with the community about their desires and expectations has guided the long-term future planning to meet the needs and aspirations of the community.

<b>Long Term</b> (10 years)	<b>Byron Shire Council Community Strategic Plan 2032</b> (10 years) Developed in consultation with the Byron Shire community, the long term community aspirations for the future direction of Byron Shire have been captured as Community Objectives within the Community Strategic Plan (CSP). Long Term Strategies have been included and they outline how the Community Objectives will be achieved.	<i>The plans are based around five community objectives underpinned with 25 strategies.</i>
<b>Medium Term</b> (4 years)	<b>Delivery Program</b> The four year program details the Actions that Council will undertake in order to work towards achieving the community outcomes of the CSP. The Delivery Program aims to provide the community with a commitment from the Council about what it will achieve during its term of office.	<i>The Delivery Program links closely to the Resourcing Strategy, which consists of a Long Term Financial Plan, Workforce Plan, and Asset Management Strategy.</i>
<b>Short Term</b> (annual)	<b>Operational Program</b> The Operational Plan lists activities Council will undertake in the coming 12 month period. The Operational Plan also includes the Statement of Revenue Policy (the annual budget and fees and charges).	<i>The Operational Plan details the activities Council will undertake each year to deliver on the long term strategies contained in the CSP.</i>



# Community

The Byron Shire community is a diverse and colourful mix of people. Each of the towns and rural villages has its own distinctiveness with a mix of cultural values, embracing both traditional and alternative lifestyles and philosophies.

Population 35,773



Source: Estimated Resident Population 2020, profile.ID

We're diverse. 18% of our population is overseas born – higher than the regional average.

We're farmers, professionals, technicians and families, offering a unique mixture of traditional values and those committed to alternative lifestyles and philosophies. We have changed from a conservative agricultural area to a region that attracts innovators, entrepreneurs and big-city escapes.

We're a magnet for domestic and international tourists with more than two million visitors per year.



We're growing with our population which is increasing by between 1-2% every year; higher than other regional centres. With growth comes pressure on housing.

We're living longer. Our average age of 44 years, and the largest age group of 55-59 years reflects national trends. But we remain young at heart.



We're a caring community. In 2016, 2,946 carers in our community reported providing unpaid assistance to a person with a disability, long term illness, or to the elderly.

We're dedicated volunteers. 1 in 4 residents reported doing some kind of voluntary work in 2016 – higher than the regional average. And we know that people do much more than they report.

## What do we do?

We love living and working in the same place. Almost three quarters of people who work in Byron Shire also live here. We work in retail, health, run businesses from our homes and farms and we embrace it.

To enjoy the lifestyle and family opportunities of the area, 53% of us are employed part-time and 45% full-time.



We're starting to favour transport alternatives, or ditching the commute altogether. 903 people ride their bike or walk to work, and another 1,822 people work from home. Only 48% of households have access to two or more motor vehicles, less than the regional average.

We're educated and embrace life-long learning. Nearly a quarter of our adults have a bachelor or higher degree, well above the regional average. In terms of emerging trends, there are a smaller percentage of residents who do not have any qualifications at all as compared to the Australian average. We love to learn yoga, languages, comedy, permaculture and art.



## How do we live?

We're living with fewer people in bigger places. The most dominant household type consists of two people, and dwellings with three bedrooms are the most common type. This also highlights a lack of opportunity to downsize, so we stay in our homes longer.

We have some residents who live comfortably. 13% of households earn an income of \$2,500 or more per week.

We still have vulnerable communities who need assistance. Our homeless person estimated population is at 327, and 4.4% of the population report needing help in their day to day lives due to disability.

More and more families are making Byron Shire their home with 1 in 4 of our households consisting of couples with children.

In 2019/2020, there were 15,826 local jobs, 16,477 employed residents and 5097 local, GST registered businesses.





# Community Engagement

The Byron Shire Community Strategic Plan 2032 has been developed through ongoing community engagement, following the approach and feedback we received from the community through the “Byron Model”.

The “Byron Model” was a deliberative engagement process that considered the question: *“How do we want to make democratic decisions in Byron Shire that can be widely supported?”*

The Byron Model panel provided Council with its Final Recommendations centred around three key themes: identity, culture and diversity; communication; and trust.

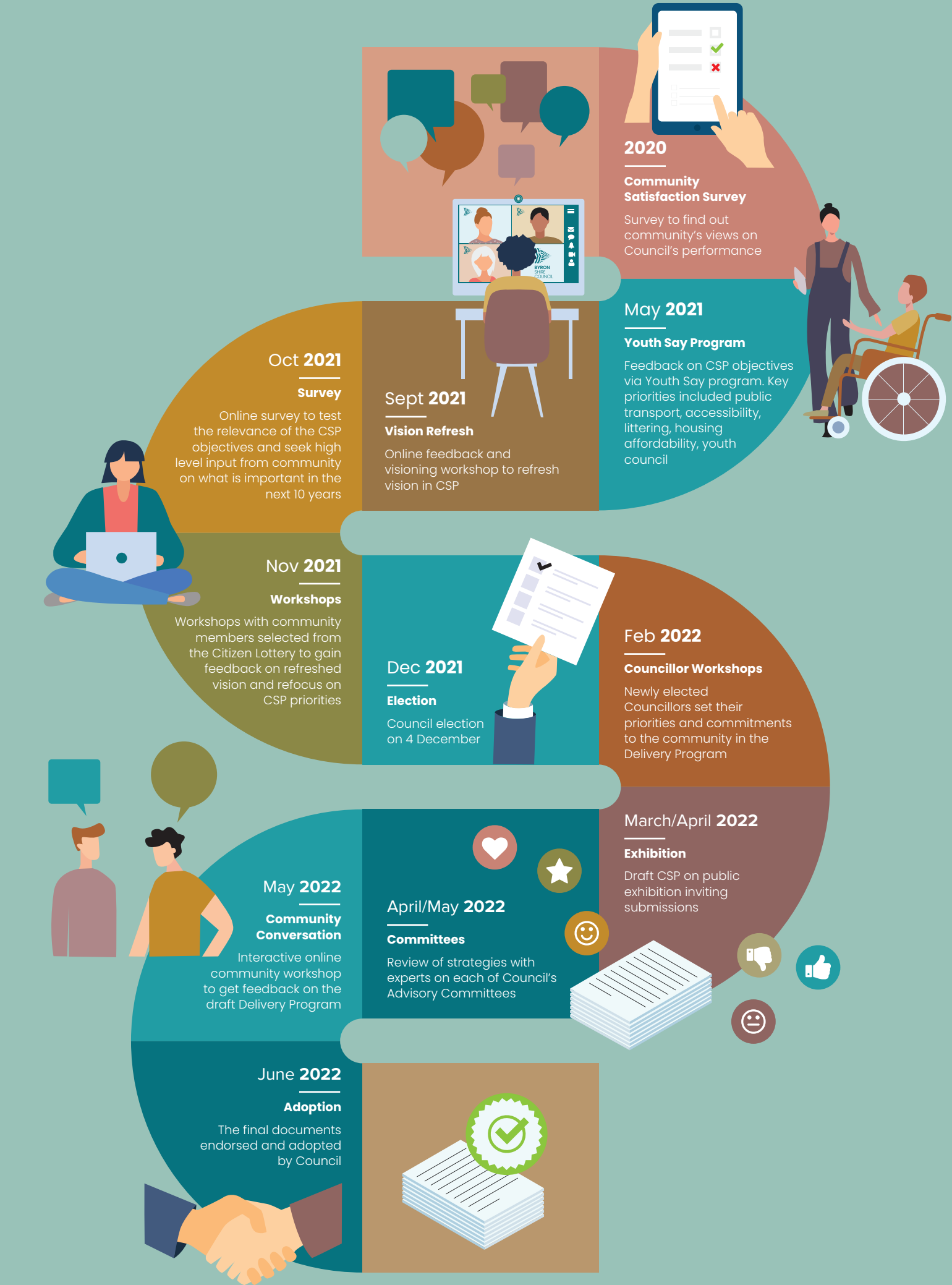
The review of the Community Strategic Plan is an evolution of 2028 Community Strategic Plan. We began by taking a look back at the extensive community engagement that was undertaken to develop the 2018 ‘Our Byron Our Future’ Community Strategic Plan. We considered whether we had achieved what we set out to do and what challenges lay ahead for the community.

We drew upon the community satisfaction survey to inform the areas of most importance and

We worked closely with the community to refine the ‘vision’ and redefine the five community objectives. The community objectives, while retaining the 5 original themes, have been refreshed to enhance their relevance, based on feedback from the community.

We have included values-based terminology at the heading to better reflect the community values and aspirations: *Connected, Inclusive, Protected, Ethical, and Effective.*

A comprehensive report detailing the community engagement has been prepared as a separate document. See [Community Engagement Strategy – CSP 2022–2032](#)





# Byron Shire

We're the traditional home of the Arakwal people from the Bundjalung nation on the far north coast of NSW. Our relationship with this Country is more than just a place to live. It's the living, breathing source of all life - we look after Country and Country looks after us.

We live in one of the most biologically unique and diverse parts of Australia and a global biodiversity hotspot for rainforest plants and animals.

Located 800 kilometres north of Sydney, and 200 kilometres south of Brisbane, we share our boundaries with the Tweed, Lismore and Ballina Local Government Areas, in a region known as the Northern Rivers.

Byron Shire is famous for its beaches, hinterland, and villages, and regarded for the creativity, sustainability, and relaxed lifestyle of its people.



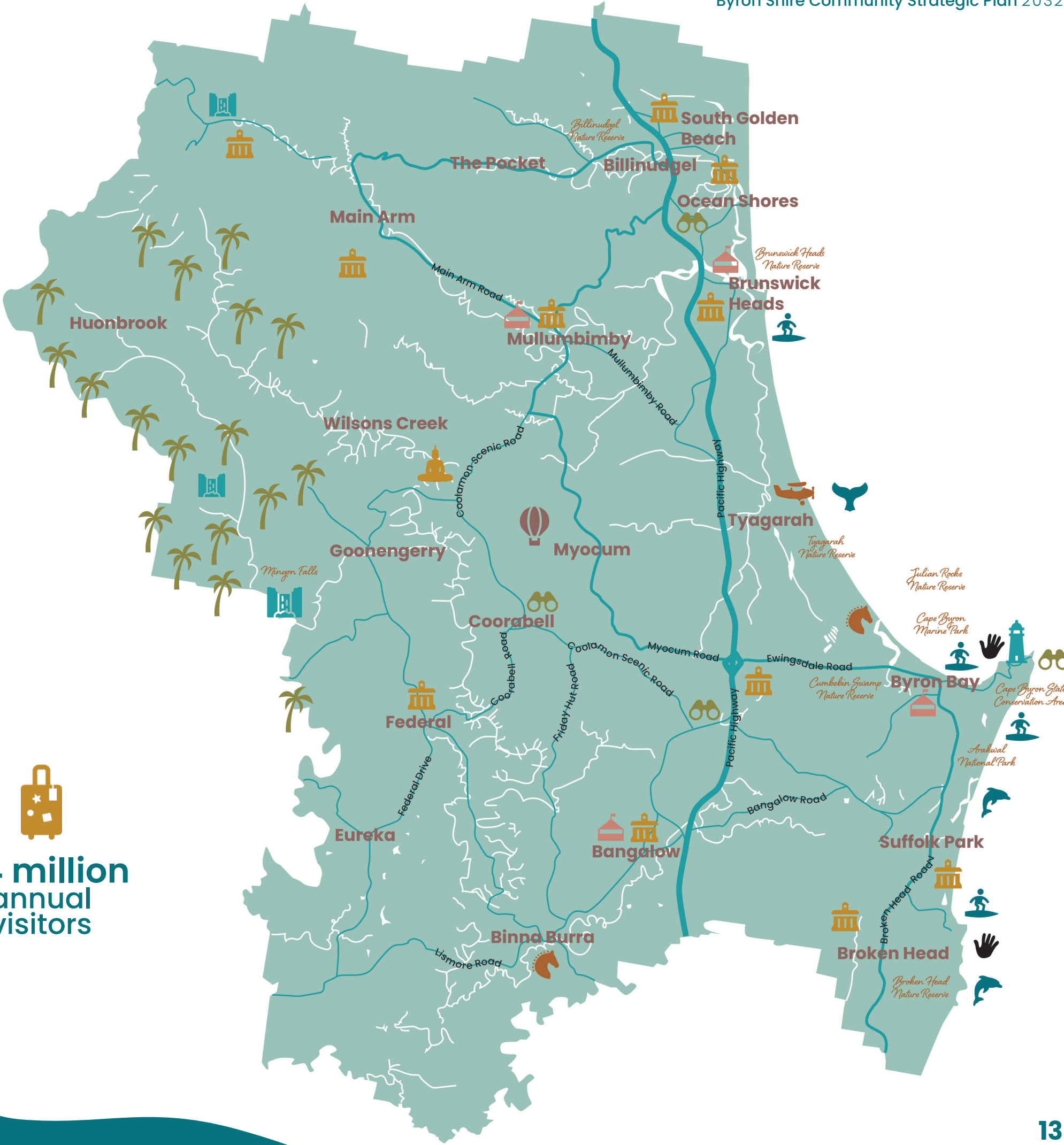
**35,773**  
Population  
ABS ERP 2020



**566.7**  
km<sup>2</sup>  
land area



**2.4 million**  
annual  
visitors





# Towns and Villages

The rural communities, an important part of the essence of the Shire, boast many community groups interested in rural issues such as Landcare and our Farmers' markets that bring farm fresh produce to local residents. Rural residents live in various ways, some in the more traditional farmhouses and rural residential estates, others have opted for multiple occupancy and community title each with a unique identity and lifestyle-orientation. There are also the rural villages where residents benefit from the additional services that closer living brings, such as parks, bus services and community halls, with the general store a key community hub.

**Main Arm Village** is notable for the prominence of its environmental initiatives such as permaculture, sustainability and self-sufficiency. The **Federal –Goonengerry** community has directed itself to a diverse range of projects that demonstrate a community committed to environmental and beautification programs and securing their village's future sponsoring projects such as Jasper Corner and the Federal Community Preschool and communal parkland.

Whilst 'residentially' the smallest of all the rural villages, **Billinudgel** serviced with water, sewer and good access to the Pacific Highway has developed as an important business, community services and employment area for the northern

part of the Shire. Its community has bonded over less than favourable circumstances around recent flooding and can be readily identified with a self help and all in attitude with its recent launch of Billinudgel is Back in Business campaign.

The **Ocean Shores** urban area, separated only by the Pacific Highway from Billinudgel, is the largest urban area of the Shire. It is a cluster of eclectic northern urban villages – Ocean Shores, New Brighton and South Golden Beach, home to a mix of newcomers attracted from all over the world, as well as those who have lived in the district all of their lives. Ocean Shores is an inclusive, open and natural community situated between the coast and the hinterland. The hilly nature of the area allows all aspects of the natural environment to be appreciated, with various places benefitting from spectacular outlooks, both towards the beach and into the hinterland. The substantial presence of both landscaped and natural green spaces, along with a wide array of wildlife, contribute to the sense of serenity that exists throughout the area.

**New Brighton and South Golden Beach** situated within an enclave of protected coast wetlands are ever popular places to live, work and holiday. Very few properties have a sea view due to the beach side dunes but some are available. Many residents have fantastic canal and nature reserve views supporting a growing interest in water leisure and sport activities and art amongst the community. The annual Ocean Shores Arts Expo began in 2004 when a group of residents came together during the Pacific Highway planning controversy wanting

to create something uplifting, creative and positive for the community. And more recently, the community has rallied on the Waterlily Community Playscape, a new and exciting children's playground.

**Brunswick Heads** is a small yet resilient seaside township situated in an area of natural beauty alongside the coast. The natural landscape, made up of beaches, rivers and green spaces, dominates and shapes the area and the community over time has developed around this, delivering a varied and compatible range of architectural styles, materials, landscapes and streetscapes. With much to offer as a family-friendly, coastal village it hosts events such as the Christmas time Fish 'n' Chips Festival, and has local community facilities and services. Current residents are keen to identify ways to refresh and bolster the aging resident population.

**Mullumbimby** holds a steadfast role as a key service centre not only for town residents but the surrounding rural area. The inclusive community, with a slight bias in the number of females to males per head of population, sees issues as opportunities. The community enjoys joining forces to find alternative and practical solutions. More recent concerns such as the cost of housing, caring for the less fortunate, threats to the live music scene and access to renewable energy and local produce have seen the community successfully respond with the establishment of community and business enterprises.

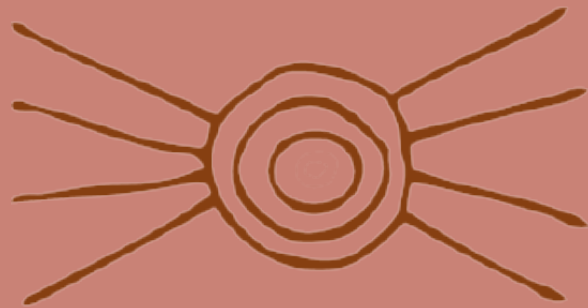
**Bangalow** is a unique rural community perched in some of the State's richest farmland. As a picture perfect heritage village exhibiting later 'Federation' influences, the commercial buildings date from around the First World War. Many residents see the village's heritage appeal as a gift, expressing caution when it comes to change. The older established residential areas

displaying hipped or gabled roofs with front verandahs are being complemented by newer homes also taking on these signature traits. Capitalising on its heritage and the surrounding stunning scenery, it is a vibrant tourist hub for day trippers where visitors are offered an array of local arts and crafts, award winning eateries and many local craftspeople are found regularly at the monthly Sunday markets. The Billycart Derby and Christmas Eve Festival align with the heritage image of the town taking residents and visitors to a time of simple pleasures and a fun day out.

**Byron Bay** is an iconic coastal town characterised by spectacular beaches and coastline. For such a significant tourist destination, it has maintained a relatively low density urban place with a compact, walkable commercial centre and a predominance of one and two storey development in residential areas with three storeys in the business area. The sensitive coastal environment with hazards and flooding, has influenced how the town has expanded over the years. The community actively contributes to the protection, enhancement and maintenance of important local habitats.

**Suffolk Park, Sunrise and Ewingsdale** have an emerging sense of community. The Suffolk Park community rallied to protect their community gardens, Sunrise has experimented with new living arrangements such as capacity to work/live in the one premises or a new style of boarding houses for our low income residents. A mix of housing types and small scale creative enterprises contribute to the vitality and the town's identity becoming home to many of the Shire's most creative and innovative artists and craftspeople. With a range of different creations from surfboards, food products, to skin care products, the town is always abuzz with some sort of artistic show or creative endeavour.





Vision

*Byron Shire is a 'meeting place':*  
Where people can come together to connect, share, grow, inspire, and create positive change.

Community Objectives



*Effective* **Leadership**

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



*Inclusive* **Community**

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



*Nurtured* **Environment**

We nurture and enhance the natural environment



*Ethical* **Growth**

We manage growth and change responsibly



*Connected* **Infrastructure**

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

## Links to State Priorities

While the Community Strategic Plan tells us what the Byron Shire community aspires to, the requirements of federal and state governments will also influence what needs to be done.

The NSW Government's key policy priorities, are:

- **a strong economy**
- **highest quality education**
- **well connected communities with quality local environments**
- **putting customer at the centre of everything we do**
- **breaking the cycle of disadvantage**

Further information about how this document links to State, Regional and other Plans can be found by visiting the NSW State Government priorities website <https://www.nsw.gov.au/premiers-priorities>

## Regional Plan

The North Coast Regional Plan 2036 is a 20-year blueprint for the future of the North Coast. The NSW Government's vision for the North Coast is to create the best region in Australia to live, work and play thanks to its spectacular environment and vibrant communities.

To achieve this vision the Government has set regional priorities for the Byron Shire.

### Regional Priorities

- Identify additional urban and employment investigation areas to secure future housing and employment land supply.
- Support a strong and diversified economy based on Byron Shire's unique character, landscapes and important farmland.
- Manage and support growth in Byron Bay.
- Encourage new opportunities for agribusiness, particularly in relation to organic and boutique food production.
- Foster stronger connections and alignment with Tweed, Ballina, Lismore and South East Queensland.

### Economy and Employment

- Maximise opportunities associated with the growth of South East Queensland.
- Investigate opportunities for additional employment land at West Byron Bay.
- Protect important farmland at Eureka, Federal, Bangalow, Goonengerry, Coorabell, Tyagarah, Mullumbimby, Nashua and Billinudgel to support the agribusiness sector.

### Housing

- Deliver housing at West Byron.
- Investigate opportunities for increased housing diversity in the form of additional multi-unit dwellings in appropriate locations.





# Council’s Role

The Community Strategic Plan identifies the community’s main priorities and aspirations for the future. While Council has a custodial role in initiating, preparing, and maintaining the Community Strategic Plan, it is not wholly responsible for its implementation.

Where Council is responsible and resources make it possible, Council is committed to contributing to the aspirations and priorities of the community. Where we do not have a direct responsibility, we will advocate and lobby those that are responsible and will work in partnership with them to make progress towards delivering for the future of our community.



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



# Social Justice Principles

The Community Strategic Plan has been developed in accordance with the NSW Government’s social justice strategy, which is based on the following interrelated principles:

*Equity* There should be fairness in decision making, prioritising and allocation of resources, particularly for those in need. Everyone should have a fair opportunity to participate in the future of the community. The planning process should take particular care to involve and protect the interests of people in vulnerable circumstances with the Integrated Planning and Reporting Framework.

*Access* All people should have fair access to services, resources and opportunities to improve their quality of life.

*Participation* Everyone should have the maximum opportunity to genuinely participate in decisions which affect their lives.

*Rights* Equal rights should be established and promoted, with opportunities provided for people from diverse linguistic, cultural and religious backgrounds to participate in community life. In addition, Council is committed to accessibility and inclusion promoting equal rights for all members of the community

# Access and Inclusion

Access and inclusion are important aspects of ensuring that everyone can participate in our community. Byron Shire Council is committed to improving access and inclusion and continues to work toward this through the implementation of its Disability Inclusion Action Plan (DIAP). This Plan play a critical role in promoting the ethos of inclusion.

This plan is co-designed with community across four key areas, and is fully integrated into Council’s planning and operations. Priority Actions for Council have been identified by our community and include:

## Attitudes and Behaviours

- Promoting positive community Attitudes and Behaviours:
- Lead by example to help improve attitudes in behaviours in the broader community.
- Encourage and support local businesses to improve access and inclusion, including to encourage tourism opportunities.

## Creating Liveable Communities

- Continue to improve accessibility of the Shire, including footpaths and appropriate kerb ramps, safe accessible parking options and access to beaches.
- Consider and accommodate a range of visible and invisible disabilities during public events and in the provision of parks, playgrounds and recreation facilities.

## Supporting access to Meaningful Employment

- Continue to provide training to our staff on both visible and invisible disability.
- Encourage local businesses to increase employment opportunities for people with disability, including accessible recruitment processes for both visible and invisible disability.

## Improving access to services through better Systems and Processes

- Continue to improve the accessibility of Council information, meetings and engagement activities.
- Continue to engage with and diverse lived experience advisory groups, including those with visible and invisible disability, across Council activities.



## Sustainable Development Goals

In September 2015, Australia was one of 193 countries, to commit to the Sustainable Development Goals (SDGs). These goals were developed by the United Nations to provide a global roadmap for all countries to work toward a better world for current and future generations.

Implementation of the Goals at a local level can enhance services to meet the needs of local communities, as well as understand the contribution towards a much broader global agenda.



*Think Globally. Act Locally.*

## Alignment with SDGs

### Effective Leadership



### Inclusive Community



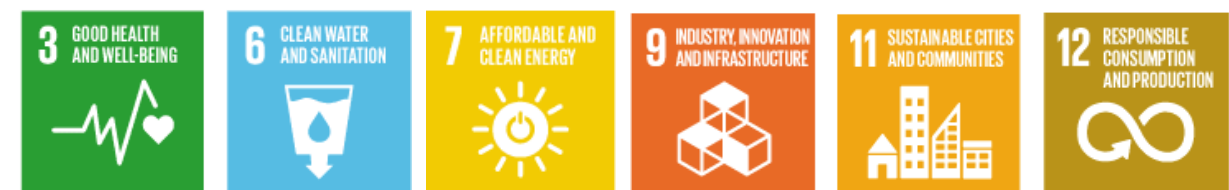
### Nurtured Environment



### Ethical Growth



### Connected Infrastructure



# Byron Shire Community Strategic Plan 2032

## Effective Leadership

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



Enhance trust and accountability through open and transparent leadership

Engage, inform, and involve community in decision making

Ethical and efficient management of resources

Enhance organisation capability through innovative practices and regional partnerships

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

## Inclusive Community

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



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

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

Respect Aboriginal culture, value cultural knowledge, and acknowledge history

Enrich lifelong learning and education and support services to help young people thrive

Create social impact and initiatives that address disadvantage

## Nurtured Environment

We nurture and enhance the natural environment



Partner to nurture and enhance biodiversity, ecosystems, and ecology

Deliver initiatives and education programs to encourage protection of the environment

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

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

Minimise waste and encourage recycling and resource recovery practices

## Ethical Growth

We manage growth and change responsibly



Manage responsible development through effective place and space planning

Enable housing diversity and support people experiencing housing insecurity

Promote and support the local economy

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

Support a resilient community that can adapt and respond to change

## Connected Infrastructure

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



Provide a safe, reliable, and accessible transport network

Connect the Shire through integrated transport services

Ensure infrastructure meets future needs and invest in emerging technologies

Provide accessible community facilities and open spaces

Provide continuous and sustainable water and sewerage management





# 1: *Effective* Leadership

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

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

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



Effective Leadership

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



Strategy	Indicators	Council's Role
Enhance trust and accountability through open and transparent leadership	<ul style="list-style-type: none"><li>Code of conduct complaints</li><li>Diversity of elected representatives</li><li>Completion of Audit Plan and report actions</li><li>Satisfaction with providing access to information</li><li>Achievement of planned activities</li></ul>	Provider Leader
Engage, inform, and involve community in decision making	<ul style="list-style-type: none"><li>Satisfaction with community consultation/engagement</li><li>Satisfaction with opportunities to participate in Council decision making</li><li>Digital platform engagement</li><li>Customer service satisfaction rating</li></ul>	Leader Planner Collaborator
Ethical and efficient management of resources	<ul style="list-style-type: none"><li>Performance measures<ul style="list-style-type: none"><li>Own-source revenue</li><li>Operating performance</li><li>Unrestricted current ratio</li><li>Debt service cover</li><li>Rates and annual charges outstanding percentage</li><li>Cash expenses cover ratio</li><li>Asset maintenance performance</li></ul></li></ul>	Provider Leader Planner
Enhance organisation capability through innovative practices and regional partnerships	<ul style="list-style-type: none"><li>Resident satisfaction with overall performance</li><li>Motivation and satisfaction scores</li><li>Workforce safety</li></ul>	Partner Advocate Collaborator
Empower community leadership through collaboration, capacity building, & cultivating community driven initiatives	<ul style="list-style-type: none"><li>Value of grants and subsidies awarded by Council</li><li>Satisfaction with support for volunteers</li><li>Volunteering rates</li></ul>	Partner Leader Advocate Collaborator

The community desires

- To lead and be involved in local decision making
- To be able to trust Council to make decisions based on the best interests of the community and guided by community input
- Council staff to have the skills to deliver the services and infrastructure we desire

Strategic context

The community feels strongly about being heard and having the opportunity to come together and contribute to decision making which affects Byron Shire. People are passionate about protecting the unique lifestyle on offer in the Shire, and feel that Council must engage with, and listen to, the community. In order to build trust, it is important that community engagement is done in a genuine, open and transparent manner, and that decisions are explained and communicated to the community.

There is an expectation that the community will receive a high level of customer service from Council, and that concerns and suggestions will be acknowledged and addressed in a timely manner. Fair and equitable resource allocation across all towns and villages across the Shire will contribute to a greater feeling of social justice.

In order to deliver on the aspirations and objectives of the community, Council must first ensure it is a sustainable, well governed and managed organisation. This includes sound management of finances, assets and operations. It is also essential that Council has a suitably skilled workforce to implement the actions which will contribute to the accomplishment of the long term vision outlined in this Community Strategic Plan.





## 2: *Inclusive* Community

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

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

- 2.1 Foster opportunities to express, celebrate and participate in arts and cultural activity
- 2.2 Enhance safety and contribute to the physical, mental, and spiritual health and wellbeing of the community
- 2.3 Respect Aboriginal culture, value cultural knowledge, and acknowledge history
- 2.4 Enrich lifelong learning and education and support services to help young people thrive
- 2.5 Create social impact and initiatives that address disadvantage





*Inclusive* **Community**

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



Strategy	Indicators	Council's Role
Foster opportunities to express, celebrate and participate in arts and cultural activity	<ul style="list-style-type: none"><li>Satisfaction with public art</li><li>Satisfaction with festival and event management</li></ul>	Partner Planner Collaborator
Enhance safety and contribute to the physical, mental, and spiritual health and wellbeing of the community	<ul style="list-style-type: none"><li>Crime rates (against person)</li><li>Crime rates (against property)</li><li>Satisfaction with safety and crime prevention</li><li>Satisfaction with public health and safety management</li><li>Satisfaction with companion animal management</li></ul>	Provider Advocate Collaborator
Respect Aboriginal culture, value cultural knowledge, and acknowledge history	Indicators will be developed in consultation with Aboriginal community stakeholders	Partner Advocate Collaborator
Enrich lifelong learning and education and support services to help young people thrive	<ul style="list-style-type: none"><li>Satisfaction with libraries</li><li>Library circulation</li><li>Youth population</li><li>Children developmentally on track</li><li>Satisfaction with early childhood education and care services</li><li>Children enrolled in preschool</li><li>Post-school qualifications</li><li>Young people in employment, education or training</li></ul>	Provider Advocate Collaborator
Create social impact and initiatives that address disadvantage	<ul style="list-style-type: none"><li>Accessibilty and Inclusion</li><li>Rates of homelessness</li></ul>	Partner Advocate Planner Collaborator

**The community desires**

- To celebrate our unique, diverse lifestyles and collective community identity
- To recognise and respect Aboriginal culture and people
- To have access to a range of facilities where people can gather and connect
- To have opportunities to participate in and appreciate art and culture in the Shire

**Strategic context**

Community wellbeing thrives where there are public spaces and opportunities to gather, connect, have fun and develop a strong sense of belonging; where community communicates and works together towards shared goals. Strategies that create more physical and social connection across the Shire can support this way of life.

Strong communities are safe and connected and also celebrate local history and diversity. They are friendly, inclusive, engaged and supportive.

Council has a role in partnering and working with other organisations to support equitable access to places, services, activities and opportunities that contribute to wellbeing for all members of the community.





### 3: *Nurtured* Environment

We nurture and enhance the natural environment

### We nurture and enhance our natural environment

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





# Nurtured Environment

We nurture and enhance our natural environment



Strategy	Indicators	Council's Role
Partner to nurture and enhance biodiversity, ecosystems, and ecology	<ul style="list-style-type: none"><li>• Pest animals and plants</li><li>• Bush regeneration</li><li>• Threatened species and threatened ecological communities</li></ul>	Provider Partner
Deliver initiatives and education programs to encourage protection of the environment	<ul style="list-style-type: none"><li>• Participation in Land for Wildlife program</li><li>• Engagement in education programs</li><li>• Landcare volunteering</li></ul>	Provider Partner Leader Advocate Planner Collaborator
Protect the health of coastline, estuaries, waterways, and catchments	<ul style="list-style-type: none"><li>• Satisfaction with coastline management</li><li>• Beach and coastline health</li></ul>	Provider Partner Leader Advocate Planner Collaborator
Support and empower the community to adapt to, and mitigate the impact on climate change	<ul style="list-style-type: none"><li>• Renewable energy</li><li>• Net council carbon emissions</li></ul>	Partner Leader Advocate Planner Collaborator
Minimise waste and encourage recycling and resource recovery practices	<ul style="list-style-type: none"><li>• Waste diversion rate</li><li>• Recycling rate</li><li>• Residual waste</li><li>• Illegal dumping</li><li>• Licence compliance</li></ul>	Provider Leader Planner

## The community desires

- Our beautiful natural environment to be protected and cared for
- To be involved in programs and initiatives which encourage sustainable living
- Waterways and the coast to be managed in a sustainable manner
- Support for the local agricultural industry and a sustainable food bowl

## Strategic context

Byron Shire enjoys many beautiful natural features, including its beaches, waterways, bushland and forests. The community is very conscious of protecting and conserving this natural beauty. Ensuring the conservation of these features goes beyond physical maintenance, and strategies for behaviour change, innovation and sustainable initiatives should be encouraged to ensure the natural beauty of Byron Shire can be enjoyed by the community in years to come.





# 4: *Ethical* Growth

We manage growth and change responsibly

## We manage growth and change responsibly

- 4.1 Manage responsible development through effective place and space planning
- 4.2 Enable housing diversity and support people experiencing housing insecurity
- 4.3 Promote and support the local economy
- 4.4 Foster sustainable visitation and manage the impacts of tourism on the Shire
- 4.5 Support a resilient community that can adapt and respond to change



Ethical Growth

We manage growth and change responsibly



Strategy	Indicators	Council's Role
Manage responsible development through effective place and space planning	<ul style="list-style-type: none"><li>Development applications</li><li>Satisfaction with development application processing</li></ul>	Provider Advocate Planner
Enable housing diversity and support people experiencing housing insecurity	<ul style="list-style-type: none"><li>Satisfaction with housing affordability</li><li>Housing tenure</li><li>Housing supply on public land</li></ul>	Partner Leader Advocate Planner Collaborator
Promote and support the local economy	<ul style="list-style-type: none"><li>Value of the local economy</li><li>Satisfaction with support for local businesses</li><li>Rates of employment</li></ul>	Advocate
Foster sustainable visitation and manage the impacts of tourism on the Shire	<ul style="list-style-type: none"><li>Value of visitor economy</li><li>Satisfaction with visitation</li></ul>	Advocate Planner Collaborator
Support a resilient community that can adapt and respond to change	<ul style="list-style-type: none"><li>Recovery Action Plan</li><li>Disaster Resilience</li></ul>	Leader Advocate Planner Collaborator

The community desires

- Increases in population to be managed in a way which fits in with the current lifestyle and culture of the Shire
- Controlled development which is congruent with the existing local aesthetics of our towns and villages
- The cost of living in Byron Shire to be affordable
- Opportunities for employment, study and vocational training
- Tourism to be managed in a way that has a positive impact for locals

Strategic context

Projected population growth is set to occur in Byron Shire, which has the potential to impact the local community in the form of housing availability, increased residential development and a greater demand for services and infrastructure. It is important to manage these impacts in a strategic way to ensure that an increased population does not have a negative impact on the community and the lifestyle currently enjoyed. Community engagement and involvement in land use planning will assist Council to manage this challenge with positive outcomes.

Affordable housing and the cost of living are critical issues for the people of Byron Shire. There is a trend for young people to leave the area at the completion of schooling, and more affordable housing and initiatives to mitigate the cost of living could mean more young people stay, and contribute to a more diverse community. Initiatives to support accessible further education in the area, as well as more diverse and accessible employment opportunities will lead to improved community well-being in the future.

Events and festivals have become a drawcard for visitors to the area, with tens of thousands attending festivals across Byron Shire each year. It is important that Council and the community engage with event and festival organisers to ensure they have a positive impact for the Shire, and that visitors and local communities benefit from their offerings.





# 5: *Connected* Infrastructure

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

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

- 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

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



Strategy	Indicators	Council's Role
Provide a safe, reliable, and accessible transport network	<ul style="list-style-type: none"><li>Condition of sealed and unsealed roads</li><li>Satisfaction with local roads</li><li>Satisfaction with bikeways and bicycle facilities</li><li>Pedestrian access and mobility</li></ul>	Provider Planner
Connect the Shire through integrated transport services	<ul style="list-style-type: none"><li>Satisfaction with public transport</li><li>Satisfaction with traffic planning and management</li><li>Satisfaction with parking</li></ul>	Provider Advocate Planner
Ensure infrastructure meets future needs and invest in emerging technologies	Work will continue to identify suitable indicators for this strategy.	Partner Leader Advocate Planner
Provide accessible community facilities and open spaces	<ul style="list-style-type: none"><li>Satisfaction with community halls</li><li>Satisfaction with parks and playgrounds</li><li>Satisfaction with town centre and public spaces</li><li>Satisfaction with town centres and public spaces</li><li>Satisfaction with public toilets</li><li>Satisfaction with sporting facilities</li></ul>	Provider Planner
Provide continuous and sustainable water and sewerage management	<ul style="list-style-type: none"><li>Satisfaction with water supply</li><li>Recycled water consumption</li><li>Water consumption</li><li>Satisfaction with sewerage management services</li><li>Breaks and chokes to sewerage mains</li></ul>	Provider Planner

The community desires

- Better roads
- Towns and villages that are more connected by our transport network
- Improvements to parking and traffic management
- Access to more sustainable transport options
- Reliable water and sewage services

Strategic context

There is a tremendous demand placed on the infrastructure and roads in Byron Shire, with more than 2 million people a year making use of these assets. The cost of maintaining and upgrading existing assets, as well as providing new capital works, is borne by Council and rate payers. This huge demand, combined with limited access to resources, means it is essential to have effective asset management plans to meet community expectations in the best way possible. It is also important to find other ways of providing improved infrastructure, including other revenue sources linked to tourism and government grants.

A regular and consistent public transport network would improve community connectivity, provide convenient access to employment and education and also improve safety for commuters. However as a regional town there are challenges with economies of scale and what is achievable. Sustainable transport initiatives present the possibility of more eco-friendly tourism, a healthier community and a more environmentally friendly way of getting around.



# Glossary of Terms

**Advocate:** The act of speaking or arguing in favour of something, such as a cause, idea or policy.

**Biodiversity:** the variety of life forms, the different plants, animals and micro-organisms, the genes they contain and the ecosystems they form.

**Climate change:** Any long-term significant change in the average weather that a given region, or the Earth as a whole, experiences. In recent usage, the term climate change often refers to changes in the contemporary climate due to human activities, primarily the emission of greenhouse gases to the atmosphere.

**Community:** Includes residents, rate payers / land owners, business owners and operators, people who work in the Byron Shire, visitors, government agencies, users of council services, local groups and associations.

**Community Objectives:** A set of high-level statements or goals used to guide the CSP strategies.

**Environment:** Includes ecosystems and their constituent parts, including people and communities; natural and physical resources; the qualities and characteristics of locations, places and areas; and their social, economic and cultural aspects.

**Governance:** The values, policies, and procedures Council and its staff adopt, to ensure they are ethical, transparent, and accountable.

**Indicators:** articulate what success looks like and are measurable markers that show whether progress is being made toward community objectives and outcomes.

**Impacts:** the long-term social, economic, and/or environmental outcomes of a program.

**Infrastructure:** Built structures like roads, bridges, buildings, water supply, sewers, and facilities.

**Monitoring:** a systematic process involving planned and repeated data collection, analysis, interpretation, reporting and acting on the data

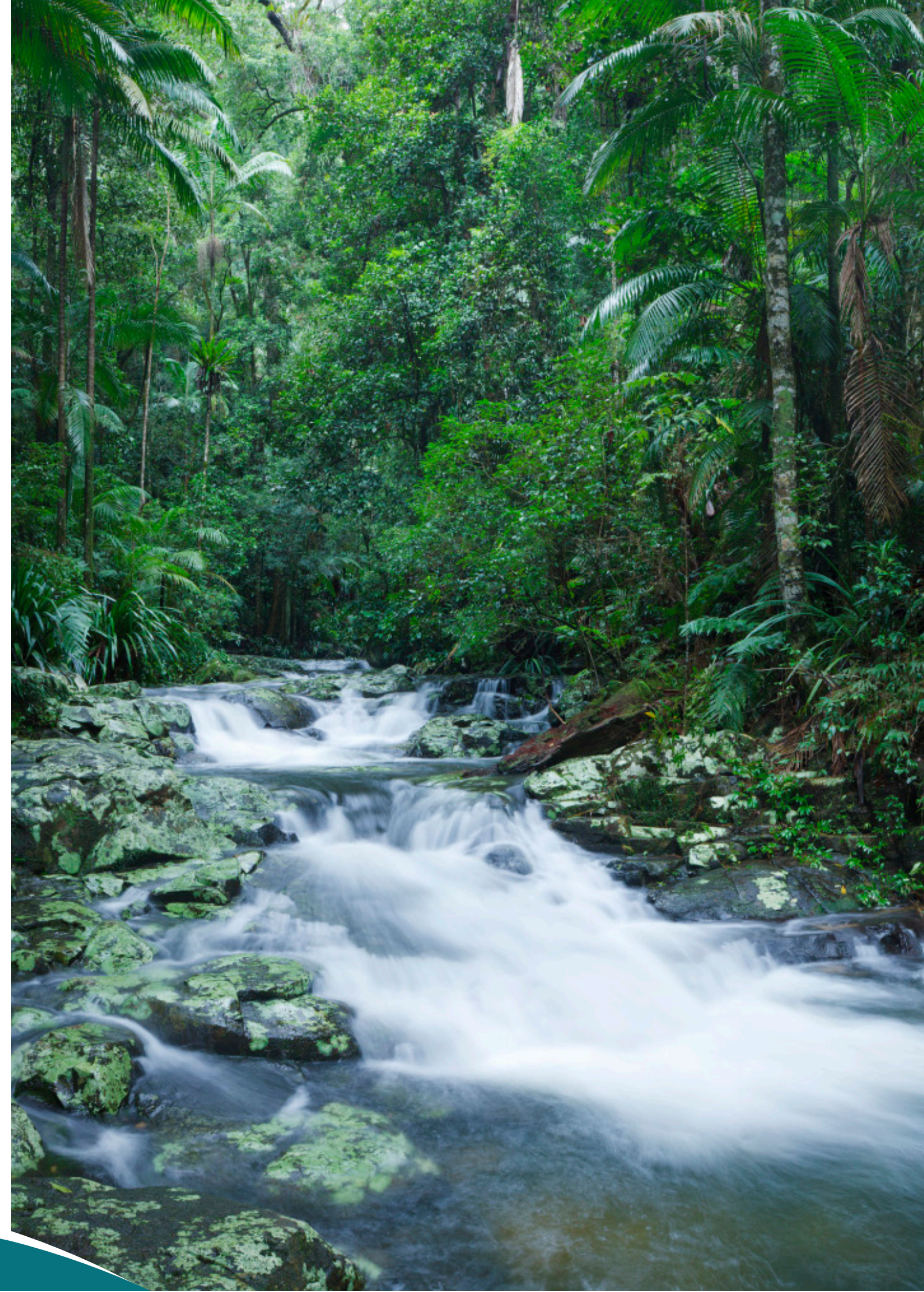
**Native species:** normally refers to a species indigenous to NSW but can also be used to describe a species that is locally indigenous to a locality.

**Outcome:** the effect of implementing a project/program and/or the changes that occur in attitudes, behaviours, or conditions.

**Sustainable Development:** Development that meets the needs of the present generation without compromising the capacity of future generations to meet their needs.

**Strategies:** How we plan to achieve each community objective.

**Vision:** The community's aspiration for how we want Byron Shire to be in the future.







**BYRON**  
SHIRE  
COUNCIL

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