

# Enterprising Byron 2025

A RESILIENT  
AND DIVERSE  
ECONOMY  
PROVIDING  
FOR OUR  
COMMUNITY  
IN A  
SUSTAINABLE  
MANNER



ECONOMIC DEVELOPMENT STRATEGY



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# UNDERSTANDING BYRON – PEOPLE, PLACE, CULTURE

SOME CALL IT A VIBE, BUT IN FACT IT'S HARD TO DESCRIBE BYRON IN JUST ONE WORD... OR TEN, IT'S PROBABLY EASIER TO SAY WHAT IT IS NOT...

It's not perfect, **but perfectly situated** within Australia's most fertile lands, lushest soil and holistic climatic environment for growing and producing quality fresh foods and produce.

It's not glossy, **but shines radiantly** across miles of Australia's most easterly coastline and a majestic hinterland of breathtaking mountain vistas and inspiring natural assets.

It's not fast paced, **but positively steadfast** in sustainability principles – and a vibrant home to some of the world's most innovative minds for enterprise, creativity and social wellbeing.

## SO MAYBE IT'S AN ATTITUDE...

A DETERMINEDNESS TO MAKE THINGS HAPPEN THAT SETS BYRON APART AND INSPIRES GREATNESS.



# EXECUTIVE SUMMARY

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**The Byron Shire Economic Development Strategy, *Enterprising Byron 2025* promotes a vision that will set the tone for decision making, entrepreneurship and leadership for the Byron Shire economy over the next 10 years – our vision is**

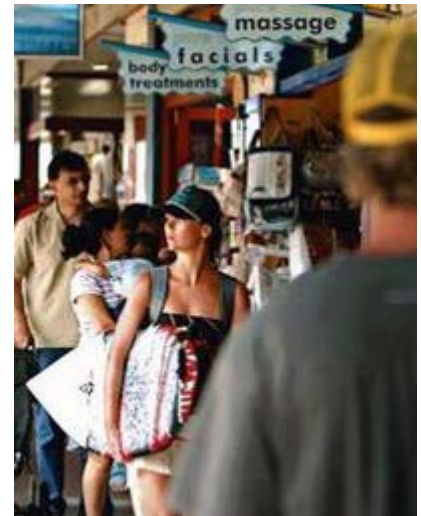
**A RESILIENT AND DIVERSE ECONOMY PROVIDING FOR OUR COMMUNITY IN A SUSTAINABLE MANNER**

## STRATEGY OBJECTIVES

*Enterprising Byron 2025*, aims to deliver on three key objectives for the Byron economy:

1. Accelerate employment generation and work creation
2. Create resilient communities and build community capacity
3. Retain and attract industry and private/public investment

*Enterprising Byron 2025* reflects the community values, challenges and economic development priorities found in the Byron Shire Community Strategic Plan 2022 and Byron brand development as well as more recent focus groups and one-on-one sessions with Councillors, staff, industry cluster groups, business leaders and government agencies.



## GUIDING PRINCIPLES

*Enterprising Byron 2025* has been developed with a mindfulness of four guiding principles that clearly represent the sentiment of community and the desire to hold true to community values. Economic development activity should:

1. Leverage and enhance Byron's strengths and our emerging opportunities
2. Sustain our sense of place, maintaining the integrity of our people and our brand
3. Create economic enablers and support sustainable practices
4. Show leadership, work cooperatively and seek out collaborative partnerships.

## A LIVING PLAN

*Enterprising Byron 2025* will stimulate action and provide a catalyst for partnerships. The Strategy will continue to evolve and be responsive to innovation, process improvement and global change. In fact, a number of strategy actions have been initiated simultaneous to developing the plan with this in mind.

*Enterprising Byron 2025* has a unique delivery framework. Each strategy has a Flagship Project and a series of key activities. Each strategy is also supported by an **Attitudinal Strategy, Institutional Strategy** and **Place Based Strategy** - recognising that sometimes the only thing getting in the way of making things happen is the way we think and react to change.



## STRATEGY DIRECTIONS

*Enterprising Byron 2025* has nine strategies designed to deliver on the key objectives:

1. Foster local business/employer retention and expansion
2. Nurture entrepreneurship and innovation for work creation
3. Develop industry access to new and expanding markets
4. Develop the full potential and capacity of Byron's towns, villages and rural lands
5. Facilitate partnerships with Council and other Government agencies
6. Activate workforce development, skills and training for future needs
7. Promote an attractive investment environment
8. Secure industry competitive and comparative advantage
9. Guide and inform investment with good decision making resources

# LEADERSHIP & COLLABORATION



**Resilient communities are courageous and embrace change when faced with the internal and external challenges that arise before them.**

A resilient community takes inspiring, innovative and intentional action to enhance the personal and collective capacity of its residents and institutions, to respond to and influence the course of change.

Byron is made up of a diverse group of people who are united through our core values and a genuine love and appreciation for the place in which we live, run our businesses, work and play. Our economy is an important consideration and often taken for granted; we can not be complacent and should be actively involved in ensuring it is a healthy, sustainable and productive economy.

Leadership and collaboration is integral, as is our focus on partnerships - working together as a region to make the most of our strengths.

I invite you to be involved in Enterprising Byron 2025 and contribute to the strategy actions as a community member, a business enterprise or other stakeholder.

**Cr Simon Richardson,  
Byron Shire Mayor**

## ON GROUND AND RESPONSIVE

**Council initiated the establishment of the Economic Development and Tourism team to advocate for a sustainable economy and work inside and outside of the organisation to enable change and facilitate an outcomes focused approach to employment in the Shire.**

*Enterprising Byron 2025* is underpinned by short and long term thinking with many of the strategies created to evolve with our strengths and help us to be responsive as opportunities arise.

We believe:

- » A good strategy will plan for challenges early and take a proactive approach.
- » A good strategy will embrace opportunities and galvanise partners to achieve success together.
- » A good strategy will be mindful and prepared for the 'game changers' and take a leadership approach to change.
- » A good strategy will advocate for the required circuit breakers and be prepared to accelerate on opportunities quickly.

CHALLENGES
<ul style="list-style-type: none"> <li>▪ Employment lands availability</li> <li>▪ Enabling infrastructure funding</li> <li>▪ 'Silver Tsunami' (ageing workforce)</li> </ul>

OPPORTUNITIES
<ul style="list-style-type: none"> <li>▪ Entrepreneurial start ups</li> <li>▪ Cultural activation- and innovation</li> <li>▪ Regional collaboration</li> </ul>

GAME CHANGERS
<ul style="list-style-type: none"> <li>▪ Renewable energy</li> <li>▪ Government Policy Reform</li> <li>▪ Private investment &amp; partnerships</li> <li>▪ Improved local transport</li> </ul>

CIRCUIT BREAKERS
<ul style="list-style-type: none"> <li>▪ Advanced technology</li> <li>▪ Export market growth</li> <li>▪ Achieving competitive &amp; comparative advantage</li> </ul>

# SWOT ANALYSIS

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Tourism industry and being a high rating visitor destination

Gourmet and artisan food products/value adding from farm

Creative people, young entrepreneurs

Improved highway upgrades (closer to SEQ, Brisbane/ports)

Iconic brand – well known globally, connection to sustainability

Hidden assets – experienced people retiring but happy to share knowledge with startups and businesses needing assistance

Byron is well positioned in the Northern Rivers Region to partner with other Councils where appropriate

Byron’s location to services such as education, health etc.

The lifestyle – a great place to live, work and have a business

Environmental credential and leadership

## STRENGTHS

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Low rate base for infrastructure renewal versus tourism impacts

Legacy of perceived negativity towards development

Lack of available, flood free, industrial land sites

State of road infrastructure

Lack of public transport

Internet connectivity – poor upload and download speeds

Planning barriers – LEP, DCP and sewer headworks charges

Lack of business diagnostics – some businesses only just getting by or ready to close

High number of small businesses – increased risk to macro economics

Often missed by NSW State Govt. funding for projects and priorities

## WEEKNESSES

O

Knowledge industries – a chance to grow work options and embed innovation

Creatives – artisan products, innovation for new and existing industry (start ups)

NBN – technology enabler for global business development and open innovation models

RMS Depot site at Bangalow

Commonwealth Games – 2018 (tourism and food supply)

Cross border connections (joint ventures)

Use of rail lines – (train from Elements resort to town centre) for light rail

Promote Byron as a place for innovators (and low impact businesses/ industry)

Emerging renewable energy industry and opportunity for green jobs

## OPPORTUNITIES

T

Market competitiveness- for businesses in regional areas

Cost of materials, transport and distribution (supply chain)

Not being fast enough to action critical projects

Tourism dependency

Business pressures – rates, taxes, rising energy costs and supply chain vulnerability

Funding for key projects/ being investment ready

Technology changing faster than our business models/finance to implement/improve

Competitiveness – to attract investment (if we are not responsive and inviting as a Shire)

## THREATS





# STRATEGY FRAMEWORK AT A GLANCE

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*Enterprising Byron 2025* has been developed over a 2 year timeframe through internal resources and with the assistance of community and industry stakeholders. The value of a plan developed at this pace and with this level of immersion is in the detail and the bespoke nature of the strategies. The quality of partnerships and willingness to collaborate will be the added legacy of a plan such as this.

“ A RESILIENT AND DIVERSE ECONOMY PROVIDING FOR OUR COMMUNITY IN A SUSTAINABLE MANNER ”

## OBJECTIVES

### **Accelerate employment generation and work creation**

Jobs, work and income levels are critical to a sustainable economy and a resilient community

### **Create resilient communities and build community capacity**

Community capacity building is fundamental and has to be integral to all that we do

### **Retain and attract industry and private/public investment**

People and enterprise that are genuinely invested in Byron leave a sustainable legacy

## STRATEGIC DIRECTIONS

*Enterprising Byron 2025* has nine strategies designed to deliver on the objectives:

1. Foster local business/employer retention and expansion
2. Nurture entrepreneurship and innovation for work creation
3. Develop industry access to new and expanding markets
4. Develop the full potential and capacity of Byron's towns, villages and rural lands
5. Facilitate partnerships with Council and other Government agencies
6. Activate workforce development, skills and training for future needs
7. Promote an attractive investment environment
8. Secure industry competitive and comparative advantage
9. Guide and inform investment with good decision making resources

## INDUSTRY SECTOR PRIORITIES –

### NEW AND EMERGING

- » **Visitor economy** – higher yield, low impact
- » **Food economy** – agriculture and value added manufacturing
- » **Creative sector and knowledge industries** – innovation drivers
- » **Business services and trades** – local competitiveness enablers
- » **Property and construction** – sustainable development
- » **Environmental industries** - renewable energy and circular economy
- » **Non-food related agriculture** – hemp, bamboo, nurseries

# STRATEGY DELIVERY PLATFORM

**Enterprising Byron 2025** Strategic Directions will be implemented through **Flagship Programs and a series of activities** to be actioned by key partners. Initial partners have been identified in the strategy pages however programs will be evolving and additional partners encouraged and welcomed.



The *Enterprising Byron 2025* delivery platform has 3 additional strategy directions by way of attitudinal strategies, institutional strategies and place based strategies.

- » Sometimes the only thing getting in the way of being able to meet a goal is the way we think, this is where the **attitudinal strategies** identify new thinking and/or challenges the assumption.
- » As local Government we also know that red tape and bureaucratic approaches, from all levels of government, can stifle and slow economic development, this is where **institutional strategies** will encourage breaking down the barriers and enabling opportunities.
- » We have enterprising communities and passionate communities – **place based strategies** aim to galvanise this strength and encourage towns, villages and rural areas to step up, participate and take carriage of change.

## FLAGSHIP PROGRAMS

- Collaborative/partnered projects
- Must align across multiple stakeholders
- Resourced – aspirational but achievable
- Opportunity to provide for regional advantage

## ATTITUDINAL STRATEGIES

- Thinking differently
- Strategic/long term vision
- Sustainable priorities
- Collaborative approach to outcomes

## INSTITUTIONAL STRATEGIES

- Policy review/development
- Partnering capacity development
- Faster, focused response
- Seamless decision making and planning

## PLACE BASED STRATEGIES

- Towns and Villages asset
- Enabling environments
- People & community focused
- Values based thinking

“ A UNIQUE DELIVERY APPROACH THAT IS ALL INCLUSIVE - FOR LEADERS, COMMUNITY AND BUSINESS ”



## STRATEGIC DIRECTION 1

### FOSTER LOCAL BUSINESS/ EMPLOYER RETENTION AND EXPANSION

#### INTENT:

To work closely with existing businesses to facilitate retention and expansion, action red flag situations, address compliance complexities and actively attract new and appropriate enterprise to the Shire that will contribute to employment growth and work creation.

#### FLAGSHIP PROGRAM:

Business Retention and Expansion (BR+E) Program.

#### Activity:

- a) Undertake a BR+E Survey (shire wide and village based) in partnership with local Chambers of Commerce/business networks.
- b) Identify red flag issues in business retention and opportunities for expansion – develop and action recommendations
- c) Promote a point of contact in Council to facilitate business retention, expansion and establishment (ED&T team)
- d) Assess policies and planning as part of the BR+E Survey assessment and action plan (and inform Small Business Friendly council projects)
- e) Investigate the supply of industrial/commercial employment land to future proof the retention of key businesses and industry sectors in the Shire

#### ATTITUDINAL STRATEGY:

Encourage sustainable business growth through innovation and knowledge sharing and recognise the value of economic localisation.

#### INSTITUTIONAL STRATEGY:

Encourage early planning discussions, actively reduce compliance burdens/complexities, link to other Government agency support and manage timely outcomes.

#### PLACE BASED STRATEGY:

Encourage local purchasing/buying to sustain local businesses in the community.

## STRATEGIC DIRECTION 2

### NURTURE ENTREPRENEURSHIP AND INNOVATION FOR WORK CREATION

#### INTENT:

To support the success of entrepreneurial activity in the Shire and facilitate opportunities to embed creative thinking into local business activity and seek out new work led by 'open innovation' models.

#### FLAGSHIP PROGRAM:

'Invested in Byron' program (inspiration, innovation, intelligence).

#### Activity:

- a) Inspiration – embed creative talent into business practices through an Expression of Interest for a creatives/business participation partnership project.
- b) Innovation – support start-up enterprises (knowledge industries and product innovation) through accelerator strategies
- c) Intelligence – match young innovators/entrepreneurs with mentors to support career pathways (acknowledge through local awards)



## STRATEGIC DIRECTION **3**

### DEVELOP INDUSTRY ACCESS TO NEW AND EXPANDING MARKETS

#### ATTITUDINAL STRATEGY:

Encourage open innovation process utilising collaborative digital technology solutions.

#### INSTITUTIONAL STRATEGY:

Encourage and facilitate enabling infrastructure (specifically technology infrastructure) that will open opportunities for new and existing enterprise.

#### PLACE BASED STRATEGY:

Encourage start-up spaces for co-location, pop ups and incubator business activity.

#### INTENT:

To further develop Byron's niche industry strengths in the visitor economy, food economy, creative and knowledge industries and business services as well as emerging environmental and non food industries through new market development strategies and encourage joint ventures and collaboration.

#### FLAGSHIP PROGRAM:

Byron Shire Industry Development Program.

#### Activity:

- a) Work with industry cluster groups to establish and activate industry development plans and projects (eg Conferencing Byron)
- b) Secure opportunities for export markets in Asia for gourmet and artisan foods, inbound tourism and knowledge sector joint ventures
- c) Accelerate knowledge and creative industries – specifically in niche areas; fashion design, IT, product innovation etc.
- d) Support agribusinesses in rural areas to diversify and grow 'on farm' opportunity
- e) Create a local industry directory as an output of the BRE program and integrate into projects such as the new residents kit.

#### ATTITUDINAL STRATEGY:

Encourage entrepreneurial thinking to develop new market opportunities and an openness to collaboration.

#### INSTITUTIONAL STRATEGY:

Encourage government investment in regional niche industry sectors that can leverage Byron brand success.

#### PLACE BASED STRATEGY:

Encourage community support for entrepreneurial activities and businesses to prioritise local employment.



## STRATEGIC DIRECTION 4

### DEVELOP THE FULL POTENTIAL AND CAPACITY OF BYRON'S TOWNS, VILLAGES AND RURAL LANDS

#### INTENT:

To support and build the capacity of the Shire's towns, villages and rural areas to continue to provide for an important visitor economy whilst also ensuring critical infrastructure is renewed and well managed for community enjoyment.

#### FLAGSHIP PROGRAM:

Byron Shire Placemaking - valuing our towns, villages and rural areas.

#### Activity:

- a) Initiate concurrent Masterplanning projects across all town centres/villages – with high level consultation. Council collaboration with agencies (eg Crown Lands) to enable activities.
- b) Initiate cultural activation of public spaces linked to tourism management and visitor services strategies
- c) Attract investment for infrastructure renewal and provide for community and visitor amenity and wellbeing
- d) Explore rural lands for appropriate enterprise expansion and establishment opportunities recognising the challenge of rural and urban relationships.

#### ATTITUDINAL STRATEGY:

Encourage community creativity, innovation and participation in the placemaking endeavour.

Encourage rural enterprise and innovation.

#### INSTITUTIONAL STRATEGY:

Encourage government investment and private partnerships into project seed funding.

Encourage government support to retain/encourage appropriate/diverse rural enterprise.

#### PLACE BASED STRATEGY:

Encourage place based partnerships and collaboration to deliver on masterplan strategies and rural land use strategies.



## STRATEGIC DIRECTION 5

### FACILITATE PARTNERSHIPS WITH COUNCIL, GOVERNMENT AGENCIES AND PRIVATE INVESTORS

#### INTENT:

To ensure that all levels of Government are focused on developing opportunities for business, industry and communities in regional NSW and acknowledge and support the Byron community as an integral partner in regional sustainability.

#### FLAGSHIP PROGRAM:

Byron Shire Making Things Happen Program – Catalyst, Activation, Community projects delivered through partnerships and enabling infrastructure.

#### Activity:

- a) Establish relationships and regular communication with State and Federal government departments/agencies and neighbouring regional councils
- a) Develop a platform for facilitating public and private partnerships to deliver economic development initiatives and enabling infrastructure (eg NBN, local transport)
- b) Take a leadership role in creating opportunities to showcase the Byron advantage and sustain the brand value
- c) Develop and promote projects that showcase the synergy between our businesses and our communities

## STRATEGIC DIRECTION 6

### ACCELERATE WORKFORCE DEVELOPMENT, SKILLS AND TRAINING FOR FUTURE NEEDS

#### ATTITUDINAL STRATEGY:

Encourage stakeholders to value the Byron brand integrity and make decisions that strengthen this value proposition.

#### INSTITUTIONAL STRATEGY:

Encourage and enable partnerships between business stakeholders and community projects.

#### PLACE BASED STRATEGY:

Encourage local community partnerships to advance projects that build community and business capacity.

#### INTENT:

To actively pursue strategies/ activities to bridge the gap between the current workforce and the future workforce needs – specifically in youth and aboriginal employment, the health sector ‘silver tsunami’ and succession planning for retiring farmers.

#### FLAGSHIP PROGRAM:

Byron LEAP (local employment access program).

#### Activity:

- a) Engage the hospitality, health, trades and business services sectors in local youth and aboriginal employment and training projects
- b) Facilitate workforce development strategies in
  - a) regional health industry initiative
  - b) regional farmer succession program,
  - c) trades and construction,
  - d) green skills gap analysis
- c) Enable opportunities for the establishment of social enterprise for youth related work placements
- d) Work with local elders/Arakwal Board to develop pathways for increased aboriginal employment, training and business startups.

#### ATTITUDINAL STRATEGY:

Encourage business investment in education and training to future proof jobs and workforce development.

#### INSTITUTIONAL STRATEGY:

Encourage Council to grow traineeships/intern programs for youth pathways to work.

Encourage the inclusion of local employment/ indigenous employment in requests for tender.

#### PLACE BASED STRATEGY:

Encourage acknowledgment at a local level in youth employment & training (awards programs).



## STRATEGIC DIRECTION 7

### PROMOTE AN ATTRACTIVE INVESTMENT ENVIRONMENT

#### INTENT:

To position Byron for investment attraction that will contribute to a sustainable enterprise base and build business and community capacity through enabling infrastructure and appropriate incentives.

#### FLAGSHIP PROGRAM:

Enterprising Byron – Byron Advantage

#### Activity:

- a) Develop the Byron Advantage investment prospectus (inc. incentives package) in partnership with key stakeholders
- b) Utilise BR+E data to undertake an industry gap analysis identifying key targets for investment attraction
- c) Secure investment into new enterprises and enabling infrastructure eg local transport. Target investment - prioritised existing and emerging industries
- d) Work with regional partners to position Byron within the Northern Rivers promotional/investment campaign.

#### ATTITUDINAL STRATEGY:

Encourage investment into key economic drivers/industry sectors that deliver on brand value and integrity.

#### INSTITUTIONAL STRATEGY:

Encourage Public Private Partnerships (PPP) initiatives that deliver community, business and industry outcomes and encourage social enterprise.

#### PLACE BASED STRATEGY:

Encourage partnerships/collaborative investment into town/village infrastructure and foster the hidden economy (volunteers).



## STRATEGIC DIRECTION 8

### SECURE THE COMPETITIVE AND COMPARATIVE ADVANTAGE

#### INTENT:

To strengthen Byron's capacity to provide businesses with a competitive and comparative advantage through cost effective business operations, improved distribution and supply channels and strategic brand position in all markets.

#### FLAGSHIP PROGRAM:

Byron Region Food Economy initiative

#### Activity:

- a) Establish the Byron Food and Innovation Park, a sustainable masterplanned site situated for access to market distribution and differentiated by its embedded sustainability principles and food science focus
- b) Develop and implement the Byron food production and manufacturing cluster supply chain strategy – advancing industry visibility and capability
- c) Identify and develop the critical differentiators that contribute to the comparative advantage for all business/enterprise
- d) Share and utilise knowledge from food economy improvements across all sectors.



## STRATEGIC DIRECTION 9

### GUIDE AND INFORM INVESTMENT WITH GOOD DECISION MAKING RESOURCES

#### ATTITUDINAL STRATEGY:

Encourage the establishment of boutique manufacturing across the Shire – with creative and sustainability principles embedded.

#### INSTITUTIONAL STRATEGY:

Encourage Governments to support/enable comparative advantage (eg renewable energy)

Encourage a focus on land use planning and enabling employment lands appropriately.

#### PLACE BASED STRATEGY:

Encourage the clustering of like and synergistic businesses to leverage brand and collaborative opportunities.

#### INTENT:

To provide stakeholders (community, Council, business and other government agencies) with the intelligence, research and knowledge available to make informed decisions for investment and partnerships.

#### FLAGSHIP PROGRAM:

Byron Shire Data Dashboard and Invested in Byron Forums.

#### Activity:

- a) Invest in the provision of community and economic data available for community, business and broader stakeholder use.
- b) Work with investors and enterprise to capture and share independent research data and make available for broader decision making purposes.
- c) Provide decision making knowledge and information through newsletter communications and business forums
- d) Actively showcase success/case studies

#### ATTITUDINAL STRATEGY:

Encourage the sharing of information and knowledge with and amongst community and industry stakeholders.

#### INSTITUTIONAL STRATEGY:

Encourage investment in knowledge and data gathering to improve internal and external decision making.

#### PLACE BASED STRATEGY:

Encourage local community input into projects and provide baseline decision making knowledge to improve outcomes.



## PARTNERSHIPS

**Enterprising Byron 2025** is underpinned by a partnerships and collaboration philosophy.

Key partners have been identified for strategies, flagship projects and programs however this will continue to evolve through the implementation phase.

### STRATEGY DIRECTIONS

PARTNERS	1	2	3	4	5	6	7	8	9
Byron Shire Council	✓	✓	✓	✓	✓	✓	✓	✓	✓
Local Chambers of Commerce/ Destination Byron	✓		✓	✓	✓	✓	✓	✓	
Businesses/industry partners	✓		✓		✓	✓	✓	✓	✓
NSW Dept. of Industry	✓	✓	✓		✓	✓	✓	✓	
Regional Dev. Australia (RDA)		✓			✓		✓	✓	✓
NSW Business Chamber	✓						✓		✓
Northern Rivers Councils				✓		✓		✓	
Southern Cross University		✓			✓	✓	✓	✓	
AusIndustry/SBA			✓						✓
State Training Services/TAFE		✓				✓			
Crown Lands, Transport for NSW, RMS				✓	✓			✓	✓
Progress Associations/Broader community		✓		✓	✓		✓		✓
BIGS		✓							
StartInno		✓							
Byron Community College		✓				✓			
Private investors			✓	✓	✓		✓	✓	

# MEASUREMENT & EVALUATION

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*Enterprising Byron 2025* provides a 10 year strategic direction and focus for economic development in the Byron Shire. However the activities and actions should be evolving and monitored for market changes, innovation, development opportunities and the capacity to grow stakeholder partnerships and collaboration.

## TIMEFRAMES

Dates currently indicated in the action plan may be dependent upon grant funding, securing partners or investors. However, Council's role will be to establish a project plan for each of the Flagship Programs to ensure that each Strategic Direction is investment ready.

## PARTNERSHIPS AND COLLABORATION

Council will be active in facilitating collaboration and working with partners to implement the *Enterprising Byron 2025* action plan.

## RESOURCES

Financial resources required for project implementation will be sought from a range of sources including Council, business and industry sectors, State and Federal Government Agencies and private investors.

## EVALUATION

Yearly evaluation will take place across the strategic direction areas in consultation with the General Manager, SEE Director and the Sustainable Economy Committee. Any proposed adjustments will be reported to Council for approval.

## ACTION PLAN

A detailed action plan spreadsheet has been developed for *Enterprising Byron 2025* as an internal working document for continual updates and evolution. A copy can be provided upon request – contact economic.development@byron.nsw.gov.au

## MEASUREMENT

Tracking of success against the performance indicator statistical data will be undertaken as updated data becomes available and reported on a yearly basis (nb: 2 year and 5 year intervals are considered best for change indicators).

## ECONOMIC PERFORMANCE INDICATORS

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INCREASED LOCAL YOUTH (15-24 YRS) employment opportunities and pathways to work

TRANSITION TRENDS OF UNDER-EMPLOYMENT to increased permanent full time local employment

INCREASED EXTERNAL INVESTMENT into infrastructure, jobs and work creation

INCREASED ECONOMIC DIVERSITY and higher value employment income levels

INCREASED ECONOMIC OPPORTUNITY and value add across the Shire's business and industry sectors



# ECONOMIC PROFILE SNAPSHOT

Economic indicators in combination with industry insights have provided an important platform for understanding and assessing Byron's strengths and challenges. A review of the socio economic makeup of our communities, employment levels and industry trends has been utilised to develop the strategy and set the economic performance indicators.

The performance indicators have a direct link to statistical data for measurement purposes and have been determined based on the Shire's key socio economic challenges, namely youth employment, underemployment, income levels and investment.

A full economic profile is available on Council's website, however the following data set provides contextual comparison data with regional NSW, NSW and Australia across key indicators.



**EMPLOYED RESIDENTS**  
13,893  
NIEIR 2015

**LOCAL JOBS**  
13,394  
NIEIR 2015

**LOCAL BUSINESSES**  
4,046  
NIEIR 2015

**GRP**  
13,893  
NIEIR 2015

**LOCAL JOBS**  
\$1.47 BILLION  
NIEIR 2015

**LARGEST INDUSTRY**  
ACCOMODATION & FOOD SERVICES  
NIEIR 2014

**LARGEST INDUSTRY**  
RETAIL TRADE  
NIEIR 2015

“ GO TO THE BYRON DATA DASHBOARD - [WWW.BYRON.NSW.GOV.AU/BYRON-DATA-DASHBOARD](http://WWW.BYRON.NSW.GOV.AU/BYRON-DATA-DASHBOARD) FOR THE LATEST STATS, ECONOMIC AND DEMOGRAPHIC DATA ”



2011

	<u>BYRON SHIRE</u>	<u>REGIONAL NSW</u>	<u>NEW SOUTH WALES</u>	<u>AUSTRALIA</u>
Median age	42	41 ▲	38 ▲	37 ▲
Median weekly household income	\$885	\$961 ▼	\$1,237 ▼	\$1,234 ▼
Couples with children	23%	27% ▼	32% ▼	31% ▼
Older couples without children	7%	12% ▼	9% ▼	9% ▼
Medium and high density housing	17%	16% ▲	31% ▼	25% ▼
Households with a mortgage	26%	30% ▼	32% ▼	33% ▼
Median weekly rent	\$350	\$220 ▲	\$300 ▲	\$285 ▲
Households renting	30%	27% ▲	29% ▲	29% ▲
Non-English speaking backgrounds	7%	5% ▲	19% ▼	16% ▼
University attendance	3%	3% ▲	4% ▼	4% ▼
Bachelor or Higher degree	21%	12% ▲	20% ▲	19% ▲
Vocational	19%	22% ▼	19% ▲	18% ▲
Public transport to work	1%	2% ▼	14% ▼	10% ▼
Unemployment	8.7%	6.2% ▲	5.9% ▲	5.6% ▲
ESEIFA index of disadvantage 2011	977	969 ▲	1002 ▼	0 ▲

# PROMOTING ECONOMIC DEVELOPMENT

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Byron Shire Council undertakes a variety of roles to deliver programs and services for the community and works with local, regional, state and federal partners to achieve the best community outcomes. Council's role to promote sustainable economic development in the Byron Shire is undertaken in a number of ways:

## COUNCIL'S ROLE

### REGULATE

**The main function is to:**

Promote best practice developments. Reduce compliance complexity/ barriers to development by ensuring that policy, regulations and planning regimes do not unfairly or unreasonably prohibit business development and growth.

### PROVIDE

**The main function is to:**

Provide services which assist in economic development for the Byron Shire as a whole, or for specific business and industry sectors. Undertake land use planning and zoning activities to provide for future community needs and sustainable growth and development.

### FACILITATE

**The main function is to:**

Facilitate outcomes between businesses, industry sectors, regional, state and federal government agencies and economic development providers. Co-ordinate partners in strategy development, projects/programs, resources and skills. Facilitate investment attraction and grant funding opportunities for Council and our stakeholders.

### INFORM

**The main function is to:**

Provide economic data and other relevant information trends for the Byron Shire and the region to inform stakeholders involved in achieving economic goals. Monitor industry trends to guide decision making and investment.

### ADVOCATE

**The main function is to:**

Represent the Byron Shire to all levels of Government and other regional organisations on strategic and operational matters relevant for business and industry sectors, enabling infrastructure and skills development.

### LEAD

**The main function is to:**

Take a leadership role in promoting economic development for the Byron Shire and the Northern Rivers Region. Partner with community and business stakeholders, all levels of Government, educators and regional neighbours to advance the local and regional economy. As a consumer support local services and products.

**Byron Shire Council  
commitment to improving  
economic development  
outcomes:**

- » we will facilitate collaboration and partnerships to advance the local economy and job creation.
- » we will work with the business community to streamline processes and improve sustainable business outcomes.
- » we will advocate for critical infrastructure to enable economic development and enterprise opportunities.
- » we will promote a sustainable economy underpinned by our values and commitment to our brand integrity
- » We will work locally and regionally to foster sustainable economic development opportunity



# Enterprising Byron 2025

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