



Our
BYRON
Our
FUTURE



OUR COMMUNITY STRATEGIC PLAN 2028



MAYOR'S MESSAGE

We all know Byron is a unique place.

We have a diverse and colourful population scattered across our distinct communities of towns and villages. These places each have unique characters, which make Byron a great place to live.

We will work hard to retain this essence now, and into the future.

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

You've contributed by participating in our extensive community consultation, running from October 2017 to April 2018.

This document describes our opportunities and aspirations over the next ten years, as well as highlighting our key challenges and changes that lie ahead. Most importantly, we outline what we're doing to tackle them.

We have built this plan for you, our community.

We look forward to continuing the conversation as we work towards our shared goals.

Councillor Simon Richardson
Mayor of Byron Shire Council

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1. ACKNOWLEDGEMENT OF COUNTRY

In the preparation of this document Council acknowledges and pays respect to the Bundjalung of Byron Bay – Arakwal People as Traditional Custodians of the land within Byron Shire, and form part of the wider Aboriginal nation known as the Bundjalung. In addition, Council acknowledges and respects the Widjabal and Mindjungbul people as Traditional Custodians within the Byron Shire. Council also acknowledges the Aboriginal and Torres Strait Islander people who now reside within this area.

2. THIS PLAN - OUR BYRON, OUR FUTURE

Our Community Strategic Plan sets out our collective vision for the next 10 years and highlights our priorities and aspirations. It is a collective document that is facilitated by Council in collaboration with the community and other partners.

Council first developed its plan in 2012 and in early 2017 we undertook slight revisions to ensure it still reflected our priorities and addressed new requirements under the Disability Inclusion Act. In late 2017 we embarked on a comprehensive program of engagement and worked closely with our community, stakeholders and partners to develop a new plan that represents our collective vision for the future of our Shire and articulates how we will achieve these goals.

The Integrated Planning and Reporting Framework in NSW requires all councils to adopt a suite of strategic plans. Our Community Strategic Plan outlines the vision, community objectives and supporting strategies which will guide Council's long-term decision making.

The next level of planning and reporting comes in the form of the Delivery Program. The Delivery Program has a timespan of four years and describes how the vision and community objectives outlined in the Community Strategic Plan are to be translated into actions through specific activities and programs. The Delivery Program aims to provide the community with a commitment from the Council which outlines what will be delivered during its term of office. The Operational Plan is updated annually and makes up one year of the Delivery Program.

The Delivery Program and Operational Plan align with the Community Strategic Plan to ensure consistency in strategic planning and delivery of services and infrastructure. The Delivery Program also links closely to Council's Resourcing Strategy, which consists of a Long Term Financial Plan, Workforce Plan and Asset Management Strategy.

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.

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.

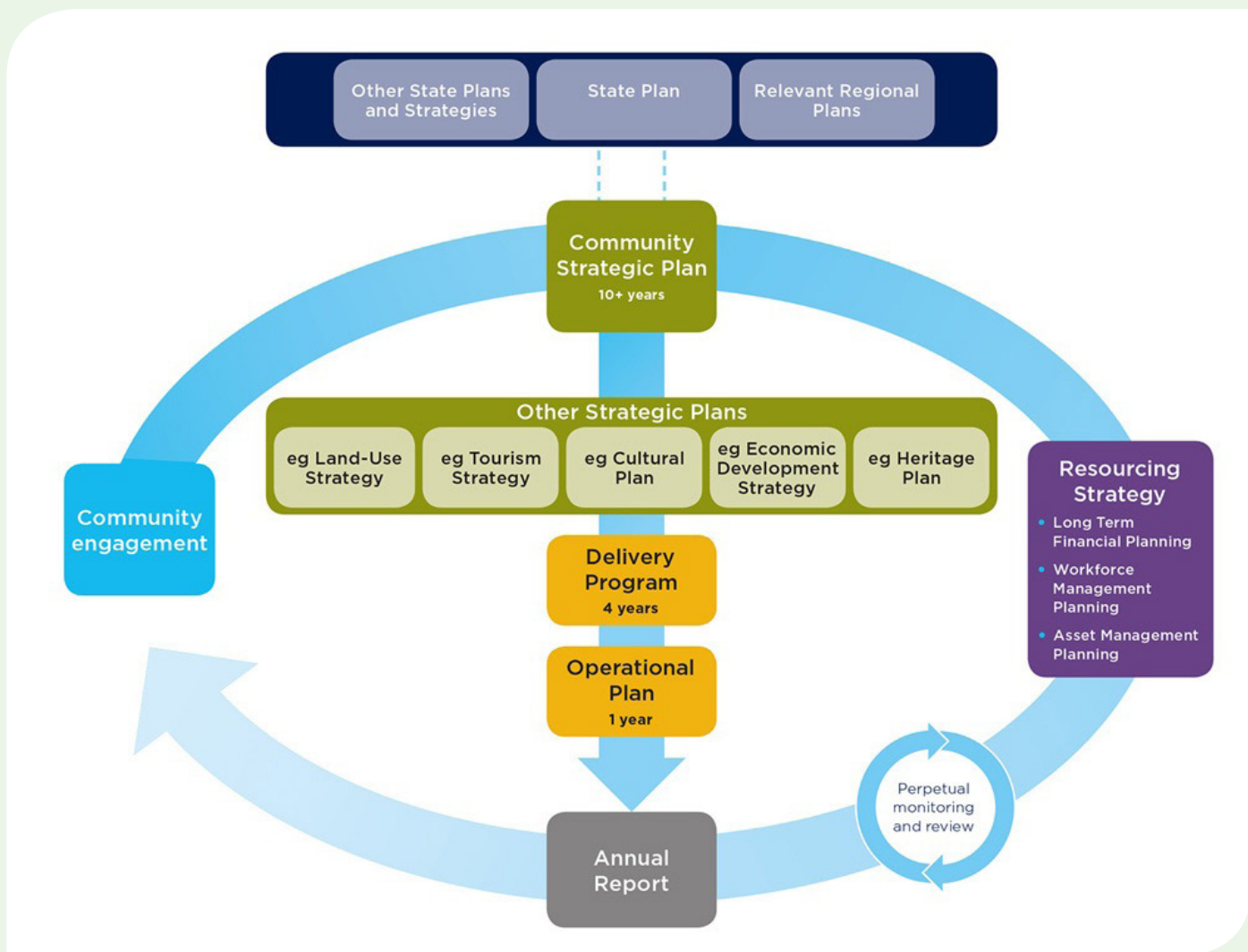


Image source: NSW Office of Local Government



3. OUR SHIRE

We're a friendly, engaged and inclusive community living within one of Australia's most beautiful natural environments and our alternative community consciousness makes Byron Shire unique.

WHERE ARE WE LOCATED?

We're the traditional home of the Arakwal people from the Bundjalung nation on the far north coast of NSW. 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.

Covering an area of 556km², we're famous for our beaches, hinterland and villages, and regarded for our creativity, sustainability and relaxed lifestyle.

WHO ARE WE?

We're a diverse and colourful population of 32,790.

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 steadily by 1% 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.

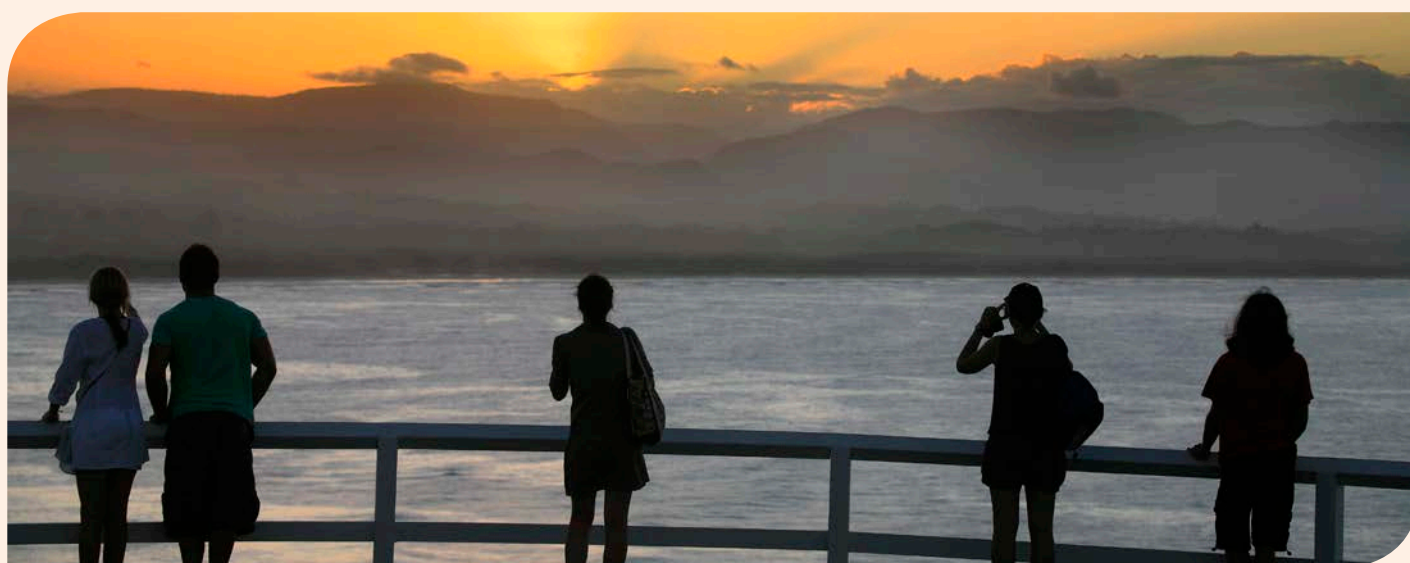
We're a caring community. In 2016, 2,946 carers in our community reported providing unpaid assistance to a person with a disability, long term illness, or to the elderly.

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.

We're diverse. 18% of our population is overseas born – higher than the regional average. Hearing different accents and languages is commonplace at our towns and beaches.

	Byron Shire 2016	Regional NSW	New South Wales (NSW)	Australia
Median age	44	43	38	38
Median weekly household income	\$1,141	\$1,166	\$1,481	\$1,431
Couples with children	21%	25%	32%	30%
Older couples without children	8%	13%	10%	10%
Medium and high density housing	15%	17%	33%	27%
Households with a mortgage	24%	29%	30%	32%
Median weekly rent	\$414	\$278	\$384	\$339
Households renting	27%	26%	30%	29%
Non-English speaking backgrounds	7.4%	5.8%	21%	17.9%
University attendance	3%	3%	5%	5%
Bachelor or higher degree	24%	14%	23%	22%
Vocational	19%	24%	18%	19%
Unemployment	6.6%	6.62%	6.3%	6.9%
SEIFA index disadvantage	976.6	968.6	995.8	1002
People needing assistance with day to day life due to disability	4.4%	6.3%	5.4%	5.1%

Table 1 – Snapshot of Byron Shire Council demographic data (Source: ID Profile data)



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.



OUR TOWNS AND VILLAGES

The Byron community is a diverse and colourful mix of people. Each of our towns and villages have their own distinctive character with an assortment of cultural values, embracing both traditional and alternative lifestyles and philosophies. Renowned for our range of distinctive and sensitive landforms and landscapes and diverse areas of productive farmland. Our unique and individual communities actively engage in conversations on ways to maintain and enhance the character, lifestyle and environment attributes that influencing people's choice to live or visit the Shire. An important part of understanding the needs and aspirations of the individual communities is to have active participation by locals in decision making and planning process.





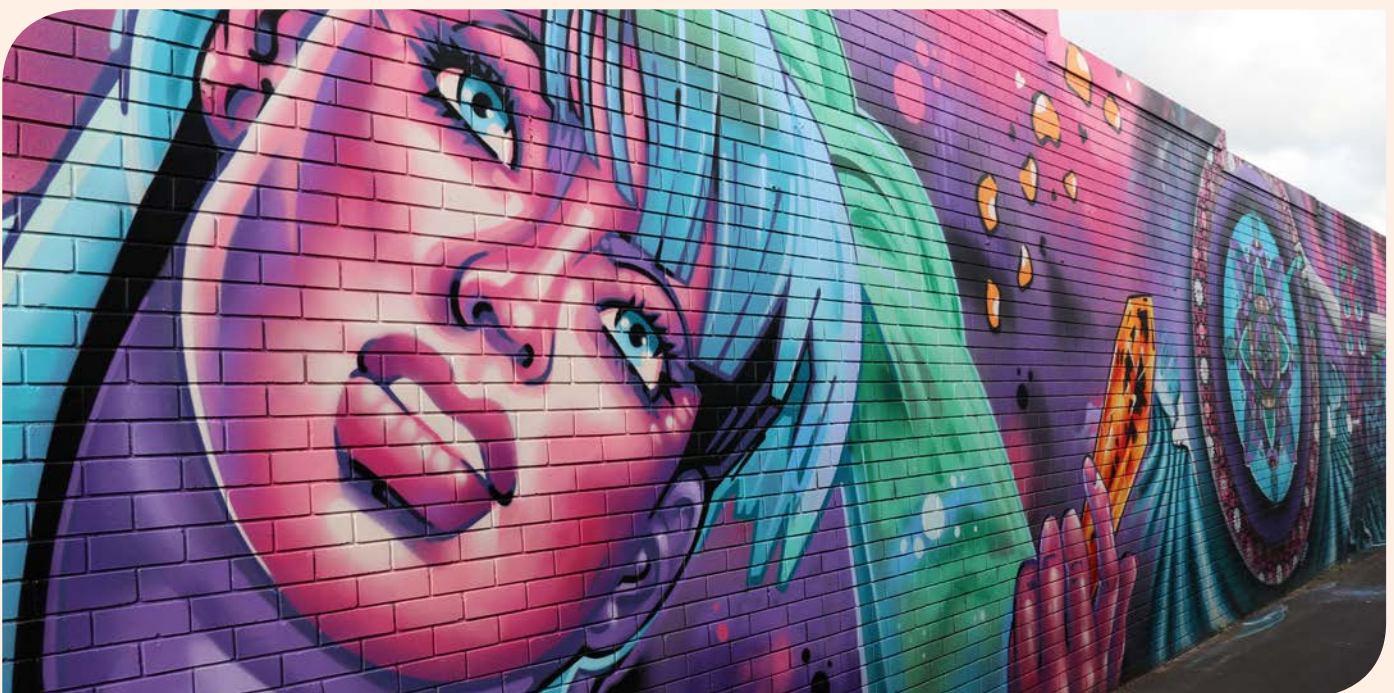
Our rural communities, an important part of the essence of the Shire, boast many community groups interested in rural issues such as Landcare and our Farmers' markets that bring farm fresh produce to local residents. Rural residents live in various ways, some in the more traditional farmhouses and rural 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.



4. YOUR THOUGHTS

We embarked on a comprehensive program of community engagement to understand our vision, priorities and aspirations for our Shire. We asked – what do you love about our Shire, what is your big idea and what you thought we could improve.

We also took a look at previous strategies and engagement to understand where we were at as a community – a Strategic Issues Paper presented a snapshot of topical issues in our Shire across social, environment, economy and civic leadership.

We wanted to make sure that as many people from across our Shire had the opportunity to provide feedback and have their say. Our engagement activities were comprehensive and varied.

We reached a total of 2,769 people during the first phase of engagement which ran for 6 weeks, from early November to mid-December 2017.

- 265 people attended a workshop
- 883 people engaged online and using social media
- 420 people attended an interactive pop up activity
- 3 people provided a written submission
- 895 through a business survey
- 303 people living in postcode 2483 through a Harwood community engagement approach run by the Mullumbimby and District Neighbourhood Centre

In addition to those who actively participated, there was also a high level of awareness of the Our Byron Our Future engagement program achieved through advertising, publicity and online activity. This included two videos posted on Facebook which received over 8500 combined views



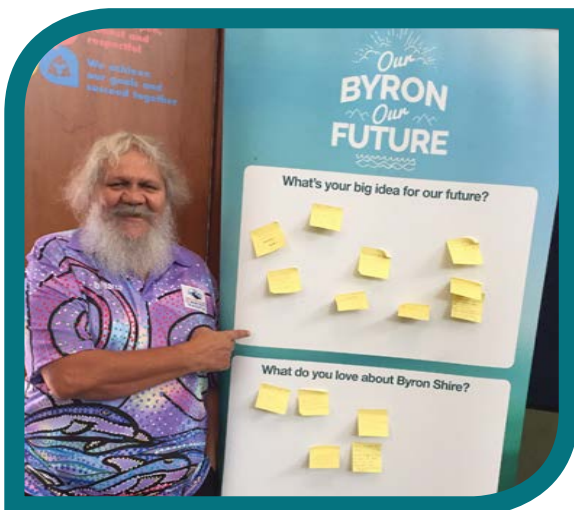
WHAT YOU TOLD US

A new road from Pacific Highway to West Byron

More money spent on unsealed roads – regular grading

Desire for improvements to infrastructure, with an emphasis on fixing local roads

There was a strong emphasis on increased funding to infrastructure, including the sealing of roads, and investing in regular maintenance. Looking after quality would be better able to handle pressures generated by major traffic movements from both residents and visitors, and ensure good links between communities.



Managing growth and change while protecting the lifestyle which makes living in Byron Shire unique

A strong sentiment that the communities should protect what is theirs and maintain the strong 'village feel' cultivated over time. This also includes living together in a cohesive way and retaining a great lifestyle, such as a sense of community, creativity, volunteering, arts and culture

Keep it small

Balance for locals and tourists

“

While respecting heritage, urban density in existing urban spaces is ok. Higher density can allow young people to live here

Employment opportunities - weekend courses - barista etc

”

Providing strategies to ensure living in Byron Shire is affordable for locals and future generations, and to ensure young people don't have to move from the area due to lack of employment or housing options

Whilst many community members and stakeholders were in favour of limits on development, some suggested more 'managed and strategic' growth would be suitable to ensure housing affordability. In a similar way, ensuring young people could live comfortably and in a supported way in communities with access to training opportunities to enhance job prospects was also important.



A lack of trust in Council decision making, and a feeling that past feedback has been ignored or not acted upon by elected Councillors and staff

Key concerns from the community around a lack of follow through around previous promises made, and a frustration around past decisions and actions. There is a desire to be listened to and noticed, for good communication, for follow up, and for future feedback to be actioned. There should be, at least, a clear explanation of the 'why'.

“

Staff don't trust community

Care for the residents of towns - they are a valuable resource contributing thousands of hours voluntarily to the good of the Shire. Don't dismiss them

”

Ensuring the natural environment is protected and that Council supports the community to develop climate friendly initiatives

Participants have a strong sense of preserving the natural environment for future generations

**“
Zero waste
economy and
ban the bag
”**



A feeling of inequitable resource allocation across the Shire, with a feeling that the Byron Bay town centre receives more resourcing and service than other parts of the Shire

Participants have a desire for more equitable allocation of resources, the communities and villages being recognised and appropriately funded. This would demonstrate cohesive support for all communities in the local government area – a sense of ‘walking the talk’.

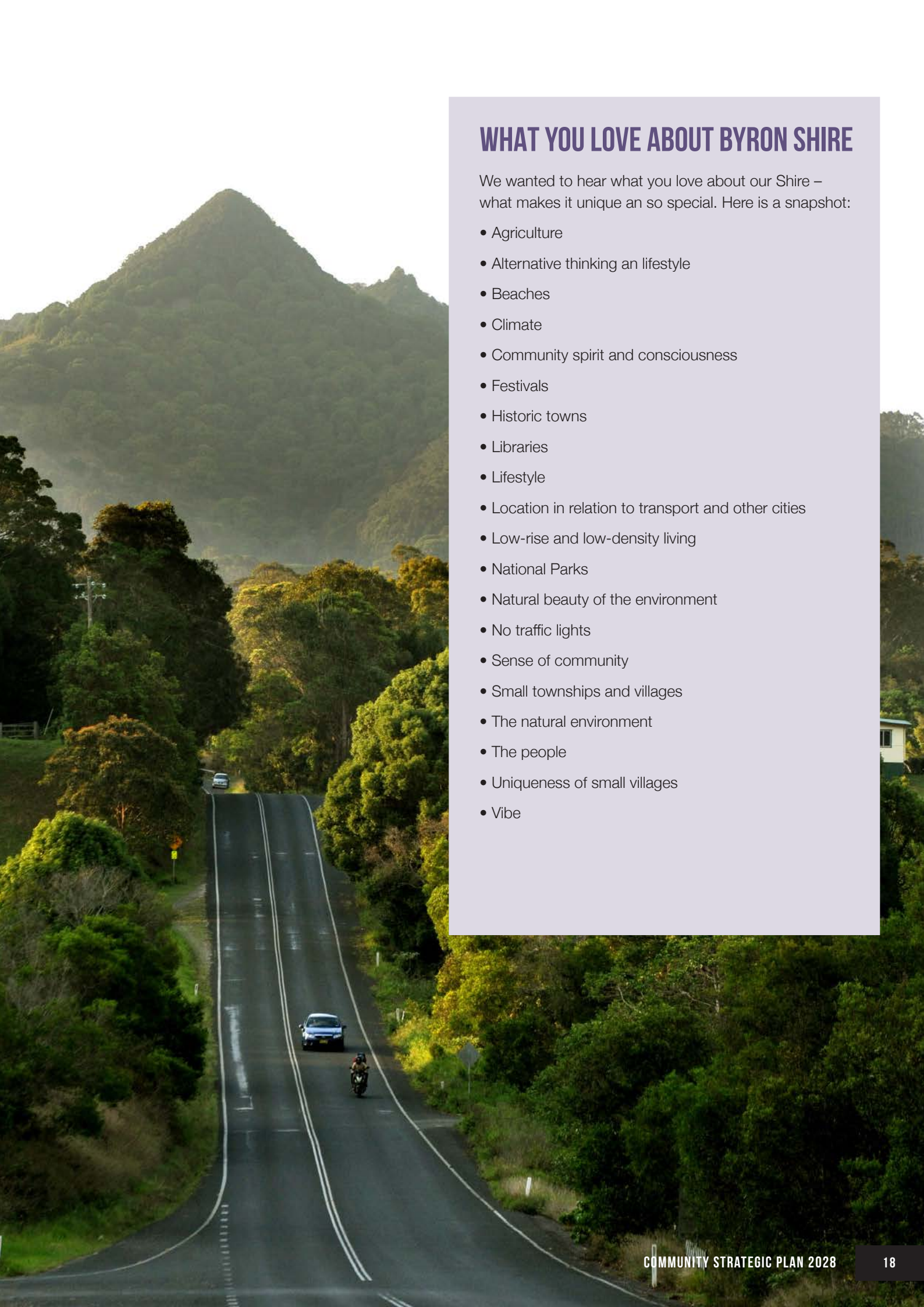
**“
More support
of smaller
communities and
towns
”**

**“
Not enough public
transport is leading to safety
issues such as young people
hitchhiking

Trains,
public transport
”**

Investigating opportunities and strategies to improve transport across the Shire

Throughout this consultation the community and stakeholders expressed the desire for a strong and cohesive approach to integrated transport – including public transport and easing congestion issues.



WHAT YOU LOVE ABOUT BYRON SHIRE

We wanted to hear what you love about our Shire – what makes it unique and so special. Here is a snapshot:

- Agriculture
- Alternative thinking and lifestyle
- Beaches
- Climate
- Community spirit and consciousness
- Festivals
- Historic towns
- Libraries
- Lifestyle
- Location in relation to transport and other cities
- Low-rise and low-density living
- National Parks
- Natural beauty of the environment
- No traffic lights
- Sense of community
- Small townships and villages
- The natural environment
- The people
- Uniqueness of small villages
- Vibe

WHAT OUR TARGETED CONVERSATIONS SAID

The Mullumbimby and District Neighbourhood Centre Inc. (MDNC) partnered with Council to carry out targeted engagement of people in the post code of 2483. The purpose of this pilot was to hear from people who may not usually engage with Council on a topic such as the Community Strategic Plan, and to take the engagement process out in to the community as opposed to in a Council meeting room. This process was designed as an ongoing conversation between MDNC, Council and the community, and has a number of objectives including building trust, maintaining an ongoing dialogue, truly listening and developing a deeper understanding of the community's needs and concerns. Intercepts were held at Mullum Music Festival, Brunswick Heads, Ocean Shores and Billinudgel.

Engagement outcomes from this process included gathering peoples' shared aspirations and listening to their main concerns, with a view to planning for improvements in these areas. The main concerns raised included lack of community connectedness, access to housing, safety, a lack of trust in groups or organisations and a desire to see action out of engagement.

A key part of the targeted engagement process is a commitment to have an ongoing conversation, and to use feedback received to help create this Plan. As such, the five community objectives within this Plan have been

influenced by this engagement, and we will continue to 'check in' with participants of the targeted engagement to make sure progress is being made towards their aspirations.

WHAT OUR BUSINESS COMMUNITY SAID

A survey of local businesses was conducted as part of the engagement process to discover what businesses thought about Council's strategic priorities and to gain an understanding of the current and future needs of businesses in the Shire. More than 1000 local businesses participated in the survey.

Businesses see Council renewing and maintaining existing infrastructure (roads, assets, parks, swimming pools, community buildings) as the most important of its strategic priorities in relation to the success of their business, closely followed by planning for future transport, community facilities, water, sewerage and land use. Feedback indicates renewal of roads is clearly the most pressing component of infrastructure renewal and maintenance.

Businesses see roads, affordable housing and traffic management as the three highest priority issues within Byron Shire in the next ten years. Public transport and maintaining infrastructure in line with regional growth (particularly growth in tourism) were also seen as important.





DISABILITY INCLUSION ACTION PLANNING

As part of the Disability Inclusion Action Planning process, Byron Shire Council undertook internal consultation with staff and external consultation with local people with disability and the services that support them.

Areas of good practice were identified, with highlights including:

- Staff working together with Council's Access Consultative Working Group
- Current flexible work practices for staff
- Aspects of the Development Application process, such as individualised advice and fee waivers for secondary dwellings

- Social procurement partnership to provide employment opportunities for local people with disability
- Universal design recognised in recent sustainable housing initiatives

Priority areas for improvement were also identified, including:

- Attitudes and behaviours
- Increased awareness and recognition of “invisible” disability, such as hearing impairment and experiencing mental health issues Liveable communities
- More accessible infrastructure, public spaces and activities/events, enabling greater participation in community life
- Accessible business, recreational and cultural opportunities
- Accessible housing that is affordable for local people
- Partnership with business and community to increase inclusion opportunities Employment
- Increasing inclusive employment opportunities with Council Systems and processes
- Website development to enable greater access to information and services (currently underway)
- Inclusion awareness and training for staff
- Expanding inclusive consultation practices to make sure that voices of people with disability are heard and included



5. LINKS TO STATE PRIORITIES

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

By aligning our long-term planning with the priorities of the State Government and other relevant agencies we will be able to build stronger partnerships, achieve greater coordination of decision making and ensure efficient use of available resources.

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.

The NSW State Government currently has 18 key priorities, which are grouped in five themes. These themes include:

- Strong budget and economy
- Building infrastructure
- Protecting the vulnerable
- Better services
- Safer communities

There are strong alignments between the State priorities and the community aspirations that were identified through the engagement process – however they are certainly not identical. As such, the community objectives in this strategic plan have been developed with a clear focus on Byron Shire and its people. Council is committed to working with other levels of government to explore how to prioritise and maximise the opportunities for working together to achieve the aspirations of the Byron Shire community.

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/improving-nsw/premiers-priorities/>

6. OUR VISION

Our community is empowered to be creative, innovative and listened to as we shape the future way of living that we want.

While we strongly protect our Shire; its natural environment, lifestyle, diversity and community spirit, we welcome visitors and the contribution they make to our culture.

Our future is sustainable, we have the services and infrastructure we need to thrive, and we encourage and support local business and industry.

We foster the arts and cultural activities, respect and acknowledge our first peoples and celebrate and embrace diverse thinking and being.

7. ACHIEVING OUR VISION

We are committed to achieving our collective vision. We have developed five key community objectives, based on community feedback, that will help us achieve our vision. These community objectives are:

- **We have infrastructure, transport and services that meet our expectations**
- **We cultivate and celebrate our diverse cultures, lifestyle and sense of community**
- **We protect and enhance our natural environment**
- **We manage growth and change responsibly**
- **We have community led decision making which is open and inclusive**

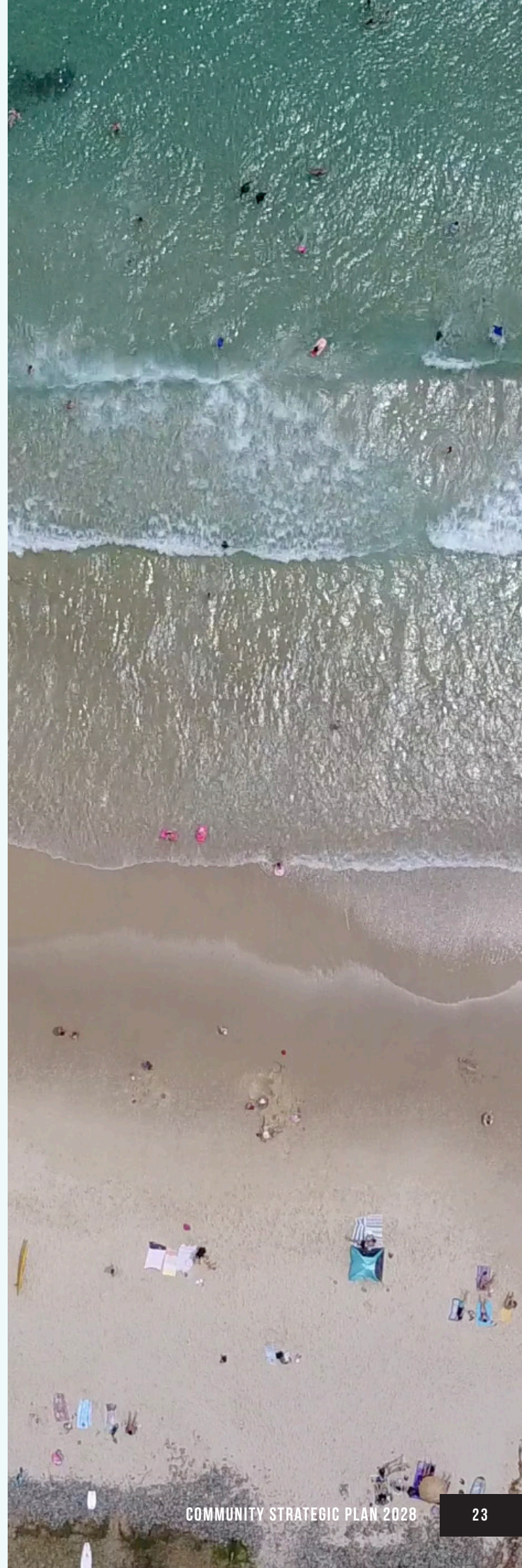
Council is committed to achieving our current vision as well as contributing to the ability of future generations to meet their needs. To do this, Council applies a Quadruple Bottom Line (QBL) approach that combines social, environmental, economic and civic leadership (sometimes called governance) considerations. Our Community Strategic Plan also uses a QBL approach so that our objectives and supporting strategies deliver outcomes in a balanced and holistic way.

Wellbeing is a concept that is closely related to ‘quality of life’ at both an individual and community level. Rather than referring to a brief feeling of happiness, our focus here is more about a deeper sense of wellbeing for ourselves, our community and this place we call home. The four areas that make up the QBL approach are all vital to our wellbeing. By speaking about wellbeing, we can talk to each other about social, environmental, economic and civic leadership issues while keeping the focus on our shared vision for Byron Shire.

Many parts of our vision cannot be placed under only one heading, as they are interrelated and it is important to remember that action in one area creates impact across each of the others. Recognising interrelationships encourages us to come together to work towards shared goals and can also highlight otherwise unanticipated consequences of our actions.

We have developed a set of community wellbeing indicators from a wide range of sources and will monitor and report against these to measure progress towards our objectives. The indicators give us a big picture view of our community and track our progress over time.

Section 8 of this document details how this measurement will occur.





COMMUNITY OBJECTIVE 1:

WE HAVE
INFRASTRUCTURE,
TRANSPORT AND
SERVICES WHICH MEET
OUR EXPECTATIONS

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 waste 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.



SUPPORTING STRATEGIES	S&C	EN	EC	CL
1.1 Provide a road network which is safe, accessible and maintained to an acceptable level of service	✘	◆	◆	
1.2 Provide essential services and reliable infrastructure which meet an acceptable community standard		◆		✦
1.3 Support, through partnership, a network of integrated sustainable transport options	✘	◆	◆	✦
1.4 Provide a regular and acceptable waste and recycling service		◆	◆	
1.5 Provide continuous urban water and sewerage services within the Shire		◆		
1.6 Manage traffic and parking in an efficient manner	✘	◆	◆	

✘ S&C = Society and Culture ◆ EN = Environment ◆ EC = Economy ✦ CL = Civic Leadership

COMMUNITY OBJECTIVE 2:

WE CULTIVATE AND
CELEBRATE OUR
DIVERSE CULTURES,
LIFESTYLE AND SENSE
OF COMMUNITY



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.

SUPPORTING STRATEGIES	S&C	EN	EC	CL
2.1 Support and encourage our vibrant culture and creativity	✘		❖	
2.2 Support access to a wide range of services and activities that contribute to the wellbeing of all members of the Byron Shire community	✘	◆		✦
2.3 Provide accessible, local community spaces and facilities	✘	◆	❖	
2.4 Enhance community safety and amenity while respecting our shared values	✘	◆	❖	✦
2.5 Encourage community appreciation of cultural vitality and diversity	✘	◆	❖	

✘ S&C = Society and Culture ◆ EN = Environment ❖ EC = Economy ✦ CL = Civic Leadership

COMMUNITY OBJECTIVE 3:

WE PROTECT
AND ENHANCE
OUR NATURAL
ENVIRONMENT





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.



THE COMMUNITY DESIRES

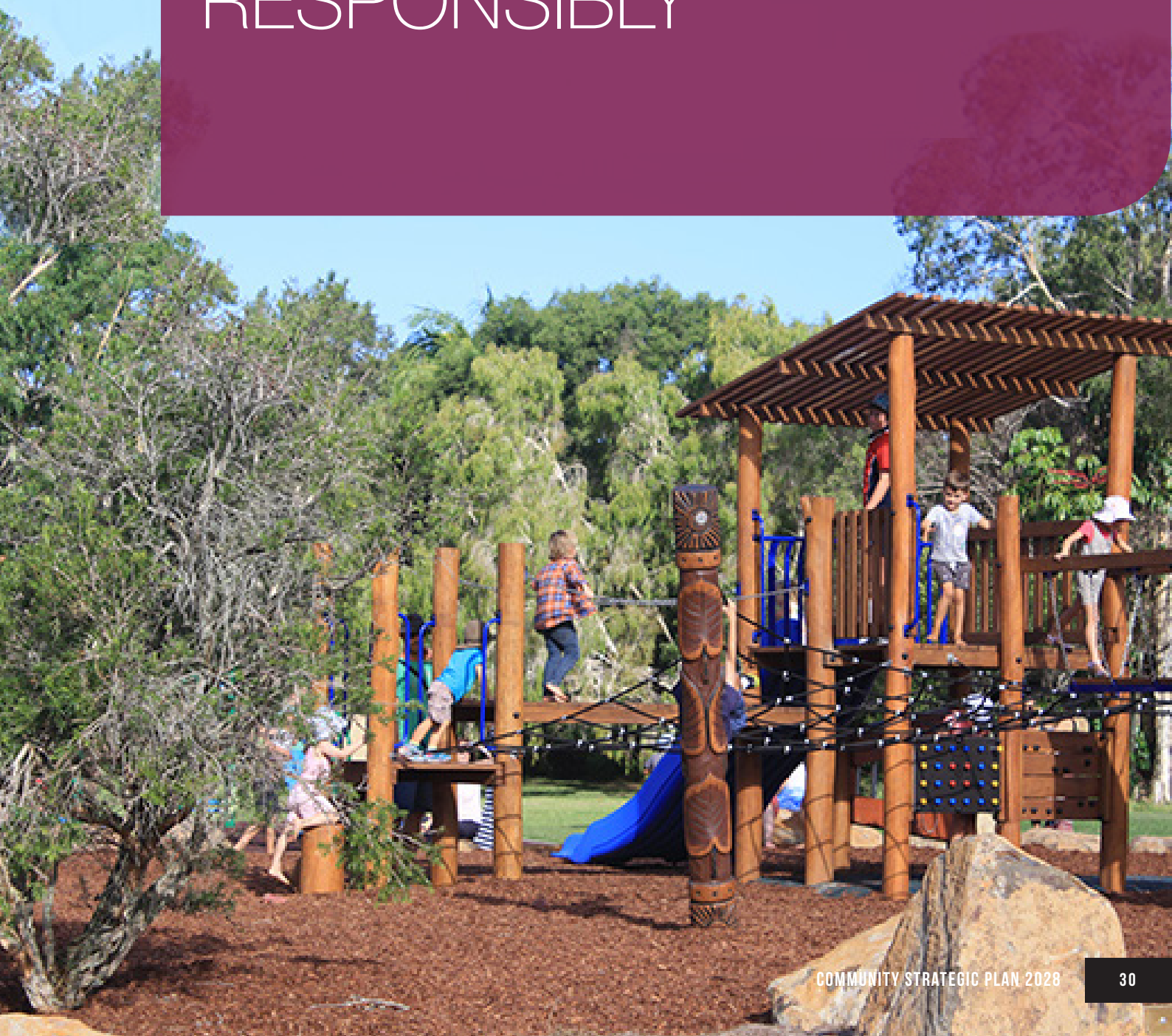
- Our beautiful natural environment to be protected and cared for
- To be involved in programs and initiatives which encourage sustainable living
- Waterways and the coast to be managed in a sustainable manner
- Support for the local agricultural industry and a sustainable food bowl

SUPPORTING STRATEGIES	S&C	EN	EC	CL
3.1 Partner to protect and enhance our biodiversity, ecosystems and ecology	✘	◆	◆	◆
3.2 Strive to become a sustainable community	✘	◆	◆	
3.3 Partner to protect and enhance the health of the Shire's coastlines, estuaries, waterways and catchments	✘	◆		◆
3.4 Support and secure our farming future	✘	◆	◆	

✘ S&C = Society and Culture ◆ EN = Environment ◆ EC = Economy ◆ CL = Civic Leadership

COMMUNITY OBJECTIVE 4:

WE MANAGE GROWTH AND CHANGE RESPONSIBLY



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.



SUPPORTING STRATEGIES	S&C	EN	EC	CL
4.1 Support the visions and aspirations of local communities through place-based planning and management	✘	◆		
4.2 Support housing diversity in appropriate locations across the Shire	✘	◆	◆	
4.3 Promote and support local business development, education and employment opportunities	✘		◆	
4.4 Support tourism and events that reflect our culture and lifestyle	✘	◆	◆	
4.5 Work to improve community resilience in our changing environment	✘	◆	◆	

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COMMUNITY OBJECTIVE 5:

WE HAVE
COMMUNITY LED
DECISION MAKING
WHICH IS OPEN
AND INCLUSIVE

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.

SUPPORTING STRATEGIES	S&C	EN	EC	CL
5.1 Engage and involve community in decision making	✘	◆	✦	✿
5.2 Create a culture of trust with the community by being open, genuine and transparent				✿
5.3 Deliver a high level of customer service				✿
5.4 Manage Council's assets and allocate resources in a fair and holistic manner	✘	◆	✦	✿
5.5 Manage Council's finances sustainably				✿
5.6 Manage Council's resources sustainably				✿

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8. HOW WILL WE KNOW WE'VE ARRIVED?

A set of 29 wellbeing indicators has been developed to measure and monitor our progress towards achieving the outcomes and strategies in the Community Strategic Plan. The indicators reflect social and cultural, environmental, economic and civic conditions in the Byron Shire. This aligns with what is known as a Quadruple Bottom Line approach that makes sure our Community Strategic Plan is holistic and balanced.

The indicators fit together to give us an overall picture of our community and how it is changing over time. By monitoring the indicators, we will see the impact of what we're doing. We will also be able to see where external things, such as broader environmental or economic changes, are influencing our community.

THE BYRON SHIRE WELLBEING INDICATORS ARE SHOWN BELOW.

COLUMNS SHOW EACH INDICATORS STRONGEST LINK TO OUR FOUR AREAS OF COMMUNITY WELLBEING.

#	Indicator	S&C	EN	EC	CL
1	Housing affordability	✘	◆	◆	
2	Relative socioeconomic equality	✘		◆	
3	Community services and facilities	✘	◆	◆	◆
4	Self reported health	✘			
5	Life satisfaction	✘	◆	◆	◆
6	Safety	✘			
7	Community connectedness	✘			◆
8	Social support	✘			◆
9	Appreciation of diversity	✘			◆
10	Cultural participation	✘		◆	
11	Recreation	✘		◆	
12	Public art	✘		◆	
13	Responsibility for environmental sustainability	✘	◆		
14	Greenhouse gas emissions		◆		
15	Energy use		◆		
16	Waste minimisation		◆	◆	
17	Healthy waterways	✘	◆	◆	
18	Biodiversity	✘	◆	◆	
19	Open space	✘	◆		
20	Road safety		◆		
21	Active and public transport		◆	◆	
22	Economic diversity	✘	◆	◆	
23	Economic growth and development	✘	◆	◆	

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#	Indicator	S&C	EN	EC	CL
24	Innovation	✖		◆	
25	Work-life balance	✖		◆	
26	Early Childhood Education and Care access	✖		◆	
27	Trust	✖			✦
28	Political participation	✖			✦
29	Council performance				✦

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REPORTING OUR PROGRESS

Every year

Annual Report

- Shows how we are moving towards the Community Strategic Plan during each year
- Details progress on items in our one year Operational Plan and our four year Delivery Program

Every four years

End of Term report

- Reports on the Council’s achievements in implementing the Community Strategic Plan over the previous four years

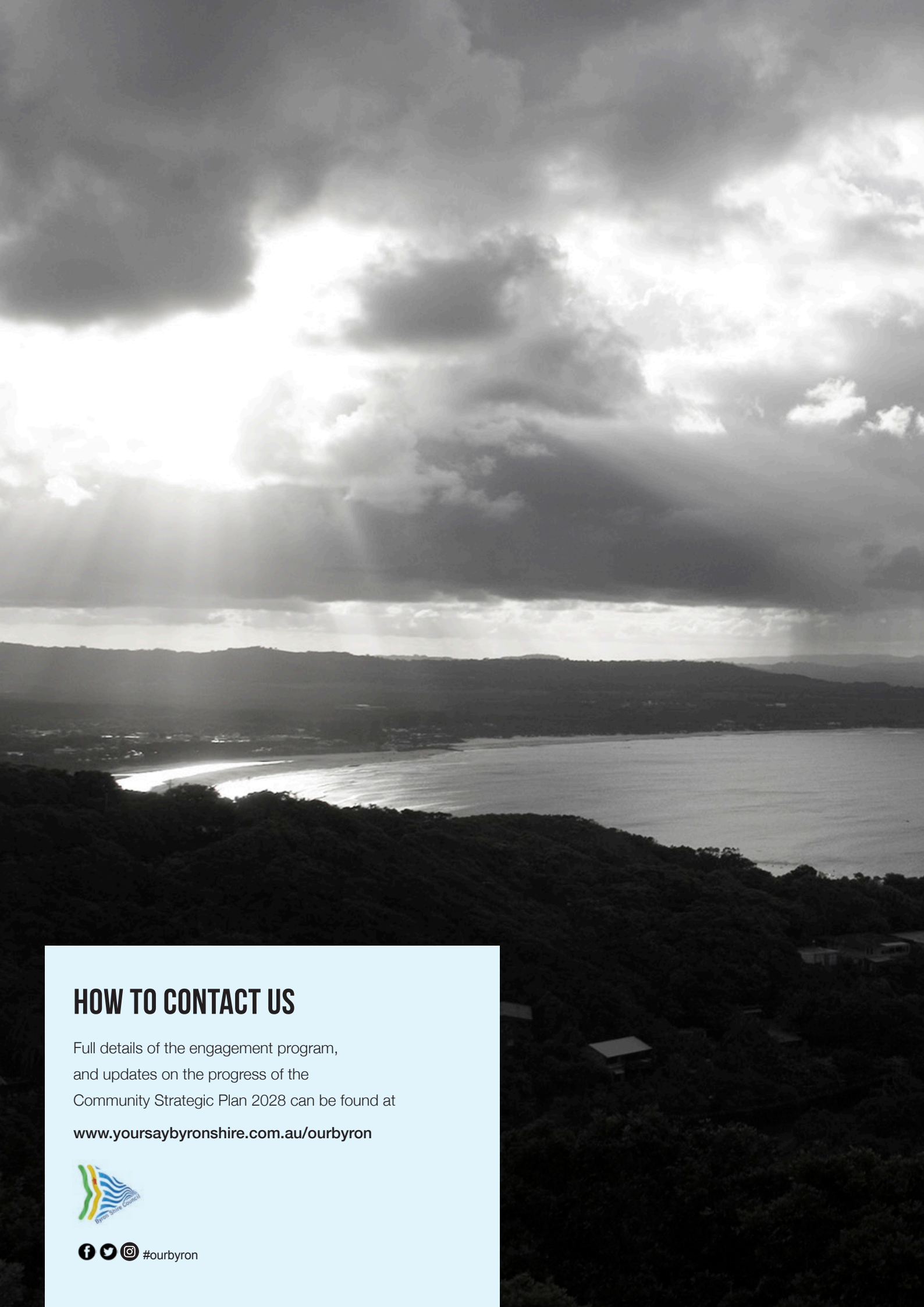


9. AN ONGOING CONVERSATION

The Vision and commitment to community objectives outlined in this CSP have been developed fundamentally from community feedback and engagement. Although this is a long term strategic plan, the state of change currently being experienced in Byron Shire in terms of population growth, increasing visitor numbers and increased development calls for ongoing and meaningful dialogue between the community and Council.

This CSP will be reviewed again at the start of the next Council term in 2020, however this is an opportunity for Council and the community to build on the engagement which has taken place and shaped this Plan. This is also a chance to explore community lead engagement, and how Council can support the community to take ownership of working towards the community Vision articulated in this Plan.

The community is invited to continue providing ideas and feedback as Council works towards delivering the Vision set out in this Plan, and to keep Council accountable to the commitments it has made to the community.



HOW TO CONTACT US

Full details of the engagement program, and updates on the progress of the Community Strategic Plan 2028 can be found at www.yoursaybyronshire.com.au/ourbyron



   #ourbyron