

12 Nov. 2016, at 9:01 am, Sandra Bailey <[Sandra.Bailey@ballina.nsw.gov.au](mailto:Sandra.Bailey@ballina.nsw.gov.au)> wrote:

Dear C Ward Committee Members

**Re: Invitation to Review the Community Strategic Plan (CSP)**

As a member of Council's Ward Committees, we are seeking feedback from your organisation in respect to the review of Ballina Shire Council's Community Strategic Plan (CSP) for 2017 – 2027.

The CSP is Council's highest level long term plan. It identifies and expresses the aspirations held by the Ballina Shire community and sets strategies to achieve these aspirations. It is the story of our key issues, our strengths, opportunities and challenges for the future.

A copy of the current CSP, which was developed in 2013, is attached. This document is due for review with the newly elected Council. Council is undertaking a number of engagement processes with the community and reference groups in reviewing the CSP.

Council is particularly interested to receive your feedback on key elements of the CSP, namely the vision statement (page 17), directions we will follow (pages 20 to 21) and the outcomes we want to achieve (pages 22 to 25). We also welcome comments on other components of the document.

Some things to bear in mind when reading through and reviewing this document:

- It is the current CSP developed in 2013.
- It is an aspirational and visionary document. It does not include key projects or activities, these will be further developed in the four-year Delivery Program and Annual Operational Plan. However if there are major projects you would like to see completed within a ten year timeframe, feedback on those ideas would be appreciated.
- All feedback will be reported and considered by the elected Council. Any submissions made are publicly available documents and may be listed on Council's website and/or included in business paper reports to Councillors. Should you not wish your submission to be publicly available, please advise when making your submission.

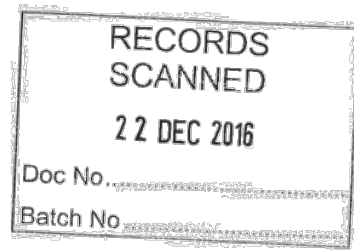
We look forward to your feedback by Friday 23 December 2016 which you can provide in the following ways:

- In writing to: CSP Review, Ballina Shire Council, PO Box 450, Ballina NSW 2478.
- Email: [council@ballina.nsw.gov.au](mailto:council@ballina.nsw.gov.au)

If you have any enquiries please contact Caroline Klose or Tracy Lister on telephone 6686 1296.

1A The Ridgeway  
Cumbalum  
NSW 2478  
21<sup>st</sup> December 2016

Mr. Paul Hickey  
General Manager  
Ballina Shire Council  
Ballina. NSW



Dear Mr. Hickey

RE: Community Strategic Plan (CSP) comments by  
Ballina Heights Residences Action Group (BHRAG)

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Attached find a submission by the BHRAG on Council CSP. Mr. Alan Veacock as our  
Ward B representative will also send a submission to Council.

If you have any questions regarding the contents of this submission please do not hesitate  
to contact.

Yours faithfully

Dr. Greg Unwin  
Chair  
BHRAG  
21-12-2016

**Ballina Shire Council's Community Strategic Plan 2013-2023**  
**Comments by the Ballina Heights Residences Action Group**

*Note:- This is one of two submissions by the BHRAG*

**Background Notes**

- Health Care & Social Assistance accounts for 15.4% of employment. In 2011 Ballina had 29% of our population > 60 years. This figure will increase substantially over the 10 years of the Plan and therefore we need to cater for this group. Employment servicing this area will rise and employees will require improved skills.
- Retail & Construction employment will increase and therefore we need a fast streamlined approval process for projects
- Tourism numbers and employment will rise during the 10 years. We need better co-ordination of industry requirements. Not just for coastal areas but for the many attractions the hinterland of the Shire has to offer. Tourist accommodation need to be diverse to cater for all socio-economic levels to maximise visitor numbers.
- Ballina as a Hub for Innovation & High Tech. Products & Services. The marking of Ballina as a hub for innovative products & services can open up employment opportunities. But first we need improved internet and mobile telephone coverage. Given the life style the area has to offer the opportunity exist to encourage individuals and firm to re-locate. The use of innovative high tech. building products, as in Europe can make homes more affordable. Other areas which could be targeted is on-line shopping and drone technology.

**Discussion**

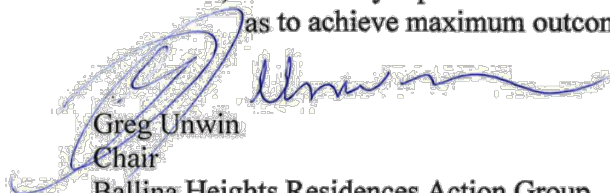
The Community Strategic Plan (CSP) is a broad overview of what Council/Community needs to consider for 2013-2023. Key performance indicators (KPI) achievements & reporting against each KPI for the CSP can be readily documented. However Council needs to look at an improved communication structure in order to achieve better outcomes. This can be time consuming and complex for Council because not everyone wants to have an input into what is happening. Questions that need to be asked are:-

- Maybe the Ward system is not representative of the community's feelings.
- Maybe Council needs to conduct open advertised forums around the Shire to gauge community concerns e.g., at Ballina Heights Sporting Facility.

- Maybe key Council staff need to consult more and accept the views of others. The views of others are not a threat!
- Maybe we need an over-riding group which represents the aged/retiree community. Currently numerous aged groups appear to be fragment.
- Maybe we need a Ballina Regional Development Boards made up of key stakeholders who can drive the growth of existing and new businesses. *From my (GU) experience as a past member of the Mid North Coast Regional Development Board mostly in the late 1980's – early 1990's I feel Ballina would be better served with its own Board.*

**Action Required**

- 1) Council needs to review its organisational structure and reporting system against KPIs & performance indicators.
- 2) Council staff reporting should be reviewed annually against key performance targets.
- 3) Community input into decision making must be the norm so as to achieve maximum outcomes.



Greg Unwin  
Chair  
Ballina Heights Residences Action Group.  
Dated : 21st December 2016



24 April 2016

Mr Paul Hickey  
General Manager  
Ballina Shire Council  
PO Box 450  
Ballina NSW 2478  
[council@ballina.nsw.gov.au](mailto:council@ballina.nsw.gov.au)

**Draft Community Strategic Plan submission**

Dear Paul,

We appreciate having the opportunity to comment on Ballina council's draft Community Strategic Plan 2017-2027: Our Community Our Future.

By way of background, in August 2016 we held a forum in conjunction with the Premier's Council for Active Living (PCAL) focussing on how to integrate healthy eating and active living ("healthy living") initiatives into council's integrated planning and reporting framework. Ballina council and five other Northern Rivers councils attended. Resources available on the Premier's Council for Active Living website<sup>1</sup> and NSW Health's *Healthy Urban Development Checklist*<sup>2</sup> were provided to assist councils to integrate healthy living initiatives into their plans. Recently, we distributed a report by PCAL which systematically analysed 152 CSPs across the state and 10 delivery plans for the presence of healthy living initiatives.<sup>3</sup>

Evidence shows that NSW has high overweight and obesity rates (52.3% adults, 22% children), poor health indicators for physical activity (43% meet recommended levels), and poor intake of fruit and vegetables (51% and 94% of people do not eat enough fruit and vegetables respectively). Incorporating healthy living strategies and indicators into Community Strategic Plans works towards the NSW Government's goal of reducing overweight and obesity rates of children by 5% over 10 years. In light of the obesogenic nature of the built environment for some suburbs and villages in the Ballina local government area, it is important to provide recreational facilities and active spaces that will encourage physical activity and social interaction. Such facilities and spaces also improve residents' satisfaction with where they live and add value to residential property.

We recognise the work that has gone into reviewing the existing community strategic plan and the community consultation undertaken. We note that this plan looks similar in style, length and layout to the current plan, and uses the same four focuses. Generally, the plan is lacking in detail and does not outline the projects and programs that it intends to deliver to address healthy eating and active living. The language mostly consists of motherhood statements and generic goals. For example, the 'healthy environment' objectives HE1 'we understand the environment' and HE3 'our built environment blends with the natural environment' are non prescriptive and difficult to define and/or measure.

In regards to healthy eating, food is not mentioned, except as a reference to 'food premises'. Agriculture is only mentioned in passing in the shire profile.

We support the inclusion of a Walk Score community indicator mentioned on page 28. However, the plan makes no mention of active transport modes such as walking or cycling. While transport is mentioned under the focus 'prosperous economy', the plan does not mention public transport, which engenders inclusion and promotes incidental physical activity and which may also contribute to a more prosperous economy.

We are pleased that the CC1.1 objective aims to 'Actively promote safety and well-being strategies'. However, detail on what these strategies are and how they will be promoted is not included.

<sup>1</sup> <http://www.nswpcalpr.com.au/>

<sup>2</sup> <http://www.health.nsw.gov.au/urbanhealth/Pages/healthy-urban-dev-check.aspx>

<sup>3</sup> <http://www.nswpcalpr.com.au/examples/csp-heal-baseline-report/>

**HEALTH PROMOTION**

31 Uralba Street PO Box 498 Lismore NSW 2480 Telephone 02 6620 7500 Fax 02 6622 2151  
<http://nswlhd.health.nsw.gov.au/health-promotion/>

We are pleased that council has chosen to use 'Walk Score' (p 28) as a way of measuring progress towards its 'connected community' focus. However, we are curious as to why two of the four localities measured (Lennox Head and Alstonville) have lower targets than the current walk score, and the other two only have a marginal (1 point) target increase?

We have emphasised in previous communication with council that community strategic plans play an important role in the shaping both the social and physical environments that effect a community. In this regard, there is a growing acceptance that the physical and built environment is an important determinant of health.<sup>4</sup> Health professionals recognise the importance of the built environment in directly affecting people's health and the central role that planners play in providing environments which support healthy behaviour.<sup>5</sup> Increasing walkability of communities, establishing greater connectivity via bicycle paths, supporting local food production including the development of community gardens, providing access to open green spaces and creating active recreational areas are just some of the ways councils can encourage healthier vibrant communities in which healthy eating and active lifestyles thrive. We know that Ballina council has implemented a number of them and it would be useful to acknowledge these and indicate any new strategies planned to enhance them. In this regard, there are a range of other healthy living initiatives that could be included, such as:

- Footpaths, nature trails and open spaces to encourage walking and improve walkability of the LGA
- Cycleways to encourage and support cycling, particularly if they connect areas of high demand (such as schools, workplaces, recreational areas and shopping centres)
- Community gardens, farmers markets, road side stalls and food production, to encourage greater consumption of fresh, healthy food
- Parks, active playgrounds, sporting facilities, green spaces – to encourage physical activity and 'nature play'
- Increased access to free drinking water, especially at sporting and community venues and high pedestrian areas
- Providing and enforcing smoke-free outdoor spaces, particularly in high pedestrian areas and public spaces
- Limiting alcohol availability by reducing alcohol outlets density, trading hours and proximity to residential areas

While we recognise that the particulars of the included objectives may be elsewhere (such as in the Delivery Plan or individual council strategies) we encourage councils to provide specific and measurable objectives across the range of healthy living initiatives in their Community Strategic Plans.

We are more than happy to assist council in drafting such objectives. Please do not hesitate to contact us to discuss this further.

Yours sincerely,



Adam Guise  
Health Promotion Officer, Healthy Environments  
Northern NSW Local Health District  
[adam.guise@ncahs.health.nsw.gov.au](mailto:adam.guise@ncahs.health.nsw.gov.au)  
02 6620 7262

<sup>4</sup> Capon A, Blakely E. Checklist for healthy and sustainable communities. NSW Public Health Bulletin 2007; 18(3-4): 51-4. [http://www.publish.csiro.au/?act=view\\_file&file\\_id=NB07066.pdf](http://www.publish.csiro.au/?act=view_file&file_id=NB07066.pdf) in <http://www.health.nsw.gov.au/urbanhealth/Pages/healthy-urban-dev-check.aspx> p 8 [hardcopy page numbers]

<sup>5</sup> Thompson S, McCue P. The CHES Principles for Health Environments: A holistic and strategic game plan for inter-sectoral policy and action. Sydney: NSW Premier's Council on Active Living; 2008 [http://www.pcal.nsw.gov.au/\\_data/assets/file/0003/27651/ches.pdf](http://www.pcal.nsw.gov.au/_data/assets/file/0003/27651/ches.pdf) in <http://www.health.nsw.gov.au/urbanhealth/Publications/healthy-urban-dev-check.pdf>, p 8 [hardcopy page numbers]