

BALLINA SHIRE COUNCIL END OF TERM REPORT 2008 -2012

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OUR COUNCILLORS



Mayor Phillip Silver

A Ward

Ballina Island, Cumbalum, Ballina Heights & South Ballina



Alan Brown



Robyn Hordern



Susan Meehan

B Ward

East Ballina, Lennox Head and northern part of shire



Peter Moore



Sharon Cadwallader



Jeff Johnson

C Ward

Alstonville, Wollongbar, Wardell and southern part of shire



David Wright



Keith Johnson



Ben Smith

EXECUTIVE SUMMARY

This report reflects on the work, projects and initiatives undertaken by the Ballina Shire Council during the electoral term from 2008 to 2012. Whilst Council staff and Councillors have been involved in many programs and projects designed to ensure infrastructure and community needs were met not only during the term, but into the future, to remain concise this report focuses on the major or significant undertakings of the Council within the reporting period.

The last four years have been a period of progress for the Ballina Shire and there have been many achievements and milestones during the term of the elected Council. Whilst the Council continued to provide and maintain essential infrastructure and services during this term, we also delivered on a number of high quality projects designed to provide long-term benefits to our community. These projects and programs reflect the immediate and future needs and desires of our residents, and importantly, are balanced with the goals of responsible and sustainable fiscal management.

In 2009 the Ballina Shire Council was successful in obtaining Ministerial approval for a four-year program of increases to our general rate income. Whilst increasing the financial burden on our ratepayers was not something we wanted to do, it was necessary if we were to continue to provide a comprehensive and satisfactory range of services and infrastructure for our community. Approximately 93 percent of the funds generated from the Ministerial approval are being expended on additional infrastructure works. This program of increases will eventually see an extra \$2 million being expended on infrastructure improvements each and every year into the future.

This Council also presided over the largest project ever undertaken by the Ballina Shire Council, being the tenders for the upgrade of the Ballina and Lennox Head wastewater treatment plants. These tenders, which are valued in excess

of \$40 million, and are still underway, will ensure that the Ballina Shire has adequate wastewater treatment capacity for at least the next 20 years and at the same time, significant improvements in respect of the water quality discharged to the environment from the plants will be achieved.

Other highlights for the 2008 to 2012 term include the implementation of the Wardell Town Centre master plan (\$1.5 million), the Alstonville Town Centre upgrade (\$2.7 million), further improvements to the Ballina Town Centre (\$3.3 million), completion of the two new bridges at Teven (\$8.5 million) and the construction of a new link road at Wollongbar (\$3 million) to facilitate planned urban expansion within the village.

The draft Ballina Floodplain and Coastline Risk Management Plans were further refined and a significant number of large community projects were undertaken. These included the completion of the \$9 million Lennox Head Cultural and Community Centre and skate park, the finalisation of the Kentwell Community Centre (\$4 million) and the construction of a new international standard hockey complex (\$1 million). Council has also been planning for the future through the acquisition of additional land for sporting fields at Wollongbar and Skennars Head, along with obtaining funding and planning approval for the construction of the new Ballina Lighthouse & Lismore Surf Lifesaving Club.

Our commitment to environmental initiatives was a priority for the Council and we completed and implemented a Climate Action Strategy and Environmental Action Plan and installed solar panels on Council buildings to reduce energy consumption. Our innovative approach to using recycled plastic for beach access paths is being replicated in other parts of Australia. Council's heavy plant fleet is now operating on biofuels and our street lighting is being replaced with more energy efficient bulbs.

Recognising staff as our most important assets, Council implemented a number of education and training programs. These included an information technology skills audit, mentoring programs, a drug and alcohol management and education program, a WorkCover partnership arrangement and a number of Live Well Work Well challenges that are designed to improve the overall health and welfare of our employees.

The Council continued to be successful in undertaking entrepreneurial activities to generate non-standard revenues as a means of alleviating financial pressure on our ratepayers. Successful ventures included the completion of a lease and construct contract for an industrial building on Council-owned land to one of Australia's blue chip companies, Australian Reinforcing Concrete (ARC) Pty. Ltd. The construction of this building, at a cost of \$2.4 million, has resulted in a community asset valued at more than \$4.5 million, with the funds generated from this property financing other commercial property and community infrastructure works.

Another major commercial transaction was the sale of Council-owned land to Harvey Norman Pty Ltd for \$6 million. The funds generated from these activities continue to be invested back into community infrastructure programs such as the main street improvement programs and acquisition of properties to develop facilities including the Wollongbar Sports Fields and the expansion of the Skennars Head Sports Fields.

We were also successful in pursuing grants for projects with some of the more prominent favourable outcomes being:

- \$4.5 million – Under the Federal Government's Building Better Regional Cities Program for the construction of the Wollongbar Sports Fields.
- \$3.5 million – Under Round One of the Federal Government's Regional Development Australia Program for the apron extension project at the Ballina – Byron Gateway Airport.

- \$4.25 million – Under Round Two of the Federal Government's Regional Development Australia Program for the construction of a biochar plant at the Ballina Waste Management Centre.

One of the milestones of this Council was its recognition by the NSW Division of Local Government as a Category One Council and the associated development of our Community Strategic Plan. The Ballina Shire Community Strategic Plan 2010 - 2025 was designed to provide our residents with a clear strategic direction to 2025 and beyond. It was developed with considerable input from our community and it is a living document, which guides the work and direction of the Council.

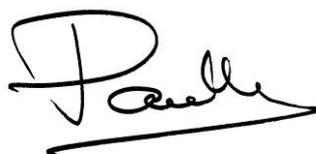
This end of term report will look at the Ballina Shire Council's progress in implementing the Community Strategic Plan during its term, particularly the work undertaken to achieve the social, environmental, economic and civic leadership objectives.

The Ballina Shire has prospered during the 2008 to 2012 term, and the elected Council is to be commended for its collegial and constructive approach to local government as it worked proactively to balance social, economic and environmental issues in our communities.

The Ballina Shire Council is a vibrant, modern, innovative and efficient organisation and the progress and achievements over the last four years will reap benefits for the community for many years to come



Cr Phillip Silver
Mayor



Paul Hickey
General Manager

COMMUNITY STRATEGIC PLAN

The Ballina Shire Community Strategic Plan 2010-2025 (CSP) is the document which sets out the direction for the Council taking into account our community's aspirations for the future of our area. During the development of the CSP, a vision for the Ballina Shire was agreed upon. People want a Shire that provides a healthy lifestyle, a prosperous natural environment and a community with a strong sense of place. To achieve this vision the CSP outlines eight objectives:

1. A built environment contributing to health and wellbeing.
2. A diverse and prosperous economy.
3. A healthy natural environment.
4. Diverse and balanced use of our land.
5. People attaining health and wellbeing.
6. Resilient and adaptable communities.
7. Responsible and efficient use of resources.
8. Transparent and accountable governance.

Each project, plan and strategy undertaken by Council has been designed to address one or more of the eight objectives identified in the CSP. The CSP also supports a range of Council's plans and strategies including the Delivery Program, Resourcing Strategy, Asset Management Plan, Long Term Financial Plan and the annual Operational Plan.

This end of term report assesses the projects and performance of the Ballina Shire Council over the last four years and how the objectives and actions set out in the CSP have been met. Council staff have worked diligently over the last four years to comply with the requirements that come with being a Category One Council.

This has resulted in a number of challenges, to participate in the Shire's affairs including the issue of how to continue to effectively engage and encourage all sections of the community, rather than small numbers of people whose

interest is typically motivated by one or two issues. To try to address this problem the Council engaged in widespread community consultation on a large number of projects, with varied degrees of success.

All of the objectives set out in the CSP have been met within Council's area of influence and the majority of actions achieved or progressed. Some projects and initiatives, such as the completion of the coastal shared pathway, have taken longer than initially anticipated for a variety of reasons, including funding limitations, approval timeframes or the time taken to address community concerns. In addition, as is the nature of local government, staff, councillors and the community are sometimes not unanimous in their views on some issues.

In reflecting on this term of local government and the implementation of Council's CSP, it is acknowledged that the Plan needs to be revised in terms of its objectives to make them more concise, direct and relevant to the fluid nature of local government and to ensure it meets the needs and expectations of our community. This will be one of the first priorities for the incoming Council.



A BUILT ENVIRONMENT CONTRIBUTING TO HEALTH AND WELLBEING

We want a **built environment** that we can be proud of and enjoy being in. We want it to contribute to our ability to do the things we want to do and to our sense of community. We are part of the “region of villages” and want our villages to continue to grow in character and be identifiable as distinctive places. Defined communities with individual character help create places that we can be proud of and feel part of. Our built environment also needs to reflect both our heritage and our aspirations for the future. We want our built environment to meet our needs but not at the expense of our environment or the people who live and work here.

PROGRESS AND ACHIEVEMENTS

ASBESTOS MANAGEMENT PLAN

Council developed an Asbestos Management Policy, with an annual inspection and testing program of all Council assets.

BALLINA LIGHTHOUSE AND LISMORE SURF LIFESAVING CLUBHOUSE

Council approved a development application for a new clubhouse for the Ballina Lighthouse and Lismore Surf Lifesaving Club and allocated \$3.2 million to the project out of a total budget of \$5.8 million. A tender for the construction of this building was let in August 2012.

ENERGY EFFICIENCY

Council installed solar panel systems on the Ballina (Kentwell) Community Services Centre, Ballina Library, Alstonville Leisure and Entertainment Centre, 71 Tamar Street and the Ballina Waste Management Facility. This will save between 15-23 tonnes of greenhouse gas emissions per site per year.

The Lennox Head Cultural and Community Centre also includes an extensive solar panel system that can generate adequate electricity for the entire complex, along with extremely large rain water tanks to minimise water consumption from Council’s main water supply.



BALLINA COMMUNITY SERVICES (KENTWELL) CENTRE

During 2008/09 the Kentwell Centre became fully operational providing much needed office space to major community service providers in the shire, along with meeting rooms for the general public.

LENNOX HEAD CULTURAL AND COMMUNITY CENTRE

The Lennox Head Cultural and Community Centre represents a \$9 million investment in Lennox Head. The project incorporated the principal building, which houses the library, a multifunction sports court, rooms, and meeting areas for groups including the Country Women’s Association, the Heritage Committee and the Lennox Head Playgroup.

The project also included the construction of the nearby skate park and significant improvements to roads and shared pathways to service the Lennox Head village centre.

CAR PARKING

Council acquired two properties for additional town centre car parking in Ballina (74 and 78 Tamar Street). Extra car parking spaces were constructed through a new car park at Lake Ainsworth at Lennox Head and improvements were made to the Ballina Yacht Club car park, along with improved formalisation of car parking in Park Lane, Lennox Head.

TOWN AND VILLAGE SIGNAGE PROGRAM

New signs were developed and placed around the shire as part of the Town and Village Signage Program to enhance information and education opportunities for residents and visitors. All tourist drive signs (brown and white signs) were updated.

NORTHERN RIVERS COMMUNITY GALLERY

In 2010/11 Council funded the employment of a full-time coordinator for the Northern Rivers Community Gallery. The Gallery has grown in popularity since 2008, and is regarded as one of the premier exhibition spaces in the Northern Rivers. The Gallery is supported by a team of 50 active volunteers from our local community.

In 2011 Council committed to hosting an annual NAIDOC exhibition and an annual exhibition by members of the Ballina Arts and Craft Centre Incorporated (The Grace Cruice Memorial exhibition). Since 2009 the Gallery has presented 113 exhibitions. In 2011 alone the Gallery represented 496 individual exhibitors.

In the last 18 months the Gallery has commenced regular school holiday, artist run workshops for children and in 2012 has presented artist run education programs for school students by two local prominent artists - Kim Michelle Toft and Albert (Digby) Moran.

DRAINAGE INFRASTRUCTURE

Completed major drainage works in Cherry Street, Moon Street, Daydream Avenue, Kalinga Street, Coogee Street, Tresise Place, Rous Mill Road, River Drive and Keith Hall Lane, along with improving drainage outlets at the Lennox Head foreshore.

TOWN & VILLAGE CENTRE UPGRADES - ALSTONVILLE, BALLINA AND WARDELL

During 2008-12 the Ballina Shire Council undertook extensive town centre and main street improvement programs in Alstonville, Ballina and Wardell. The projects incorporated improvements to the functionality and amenity of the town centres, improved traffic management, increased pedestrian and cycle access, additional street furniture, wider footpaths, outdoor facilities and landscaping.

ROAD RECONSTRUCTION WORKS

Completed major urban road reconstruction works in Crane Street, Rainbow Avenue, Hill Street, Pine Avenue, Norton Street, Swift Street, Park Lane, Mackney Lane, Fenwick Drive, Martin Street, Riverview Avenue, Wardell Road, Cherry Street, Coast Road, Compton Drive and Fenwick Drive.

New roundabouts were constructed at the intersections of North Creek Road / Southern Cross Drive and North Creek Road / Tamarind Drive.

Significant private works were also undertaken for the Roads and Maritime Services in respect to the installation of traffic lights at the intersection of Kerr Street and Bangalow Road in Ballina. Other important urban works included the reconstruction of the Serpentine Wall, the reconstruction of the Coast Road landslip at Lennox Head and the construction of an entirely new road at Wollongbar, being Plateau Drive.

Major rural road reconstruction works were undertaken at Bagotville Road, Back Channel Road, Dufficy's Lane, Tuckombil Road, Teven Road, North Teven Road, Pearces Creek / Rifle Range Road intersection, Rifle Range Road, Boatharbour Road, Midgen Flat Road and River Drive.

TEVEN BRIDGES

A once every one hundred years project was undertaken when Council replaced the two timber Teven bridges, which dated back to the early 1900s, with contemporary concrete structures at a cost of \$8.5 million.

A DIVERSE AND PROSPEROUS ECONOMY

We want our **economy** to be adaptable, profitable and made up of many different types of businesses and industries. We want our young people to be able to find meaningful work here and for our older people to have opportunities for both work and for contributing their knowledge and experience. We want our businesses to be good at what they do, how they interact with each other and with the community, and how they manage their social and environmental responsibilities as well as their financial bottom line. As a local economy, and as participants in wider economies, we will face significant risks over the next 20 years. We will have to find local solutions as well as contribute to broader solutions.

PROGRESS AND ACHIEVEMENTS

BALLINA BYRON GATEWAY AIRPORT

The Ballina Byron Gateway Airport continues to be one of the busiest regional airports in NSW with passenger numbers approaching 350,000 per annum.

Council appointed a dedicated full time Airport Manager in 2010 to proactively grow the airport.

From June 2010 to June 2012 weekly flights have increased from 31 to 43, with improvements to facilities including the redevelopment of terminal one; reintroduction of the Melbourne to Ballina service; additions and alterations to the arrivals lounge, new signage in and near the terminal building, development of a new long term car park and new licences for the shuttle and hire car operators.

Work is currently underway to provide a third jet parking bay as part of the apron extension project.

BALLINA SHIRE LOCAL ENVIRONMENTAL PLAN

For the first time since 1987 the Council completed an entire review of the Ballina Shire Local Environmental Plan (LEP) to comply with the new template prepared by the NSW State Government. This new LEP, which outlines permitted land uses for the entire shire, has been submitted to the NSW Minister for Planning for approval.

BALLINA SHIRE GROWTH MANAGEMENT STRATEGY

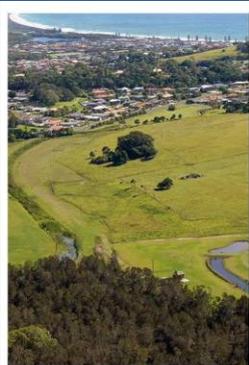
In conjunction with the new LEP Council adopted a new Growth Management Strategy for the shire. This strategy identifies lands which, subject to detailed environmental assessment and comprehensive infrastructure planning, may be suitable for rezoning and development for urban purposes.

BALLINA SHIRE DEVELOPMENT CONTROL PLAN

Council completed a comprehensive review of the Ballina Shire Development Control Plan (DCP) for public exhibition. DCPs are a central aspect of the local planning framework as they contain extensive detail relating to the delivery of Council's preferred development outcomes.

DEVELOPMENT AND BUILDING STATISTICS 2008 - 2012

From 2008 to 2012 the Ballina Shire identified itself as one of the region's most attractive places to live and invest with development consents issued for the period totalling over \$450 million in value. Major commercial approvals during the period included the Harvey Norman Complex at the Southern Cross Estate, a new Bunnings Store at the site of the Big Prawn and the Highway Service Centre and Homeworld complexes at West Ballina.



DREDGING TASKFORCE

In conjunction with the Ballina Chamber of Commerce and Industry and the Ballina Fishermen's Co-operative Ltd, Council formed a task force to pursue dredging of the Richmond River, the Ballina Boatharbour and North Creek, and to pursue improvements to the overall health of the Richmond River. This taskforce was instrumental in the NSW State Government undertaking feasibility assessments for dredging of the Richmond River and the Boatharbour.

ECONOMIC AND COMMUNITY PROFILE

Council commenced subscribing to Profile ID which allows all the latest demographic and socio-economic data for the Ballina Shire to be available on Council's website (www.ballina.nsw.gov.au/ Community and Lifestyle / Community Profile and Atlas).

FARMERS' MARKETS

To encourage the availability of local produce through increased opportunities at the local level, the Ballina Twilight Market was trialed during the October to April period for 2011/12, with Council subsequently supporting the continuation of the market on a permanent basis.

FOODLINKS PROJECT

The Northern Rivers Foodlinks project was a co-operative venture involving seven local councils and Rous Water. It addressed climate change impacts associated with food production, distribution and consumption by reducing the reliance on food sourced outside the region and increasing more sustainable food production practices. The project outcomes for the region included:

- 17 community gardens established, along with seven new school gardens
- 1,700 attendees at project events, workshops and field days
- Food training involving 400 adults and 300 children
- Website hits 3,000 unique visitors per month (54,000 people)
- 200 restaurants took part
- 47 farming trials involving sustainable agriculture
- 250 farmers attended sustainable agriculture workshop

This project also won the Australian ENVIRO Innovation in Sustainability Award for 2012.

ONLINE COMMUNITY SERVICES DIRECTORY

An online community services directory was developed and launched to enable people to connect easily and conveniently to the range of educational, health, recreational and social support services in the shire and surrounding area – Visit (www.ballina.nsw.gov.au/cp_themes/default/csd.asp)

TOURISM SERVICES

Council facilitated the development of a new destination website ***discoverballina.com*** and completed two updates of the Ballina Shire Visitor Guide.

A regional visitor services strategy was also implemented involving the seven general purpose councils in the Northern Rivers region of NSW.

The involvement of volunteers in the Tourism Ambassador Program at the Ballina Byron Gateway Airport also proved to be a great success, with 24 volunteers recruited to meet and greet visitor arrivals.

A campaign was initiated between Council, the Ballina Chamber of Commerce, Ballina Tourism and Hospitality and Destination NSW to counteract any perceived downturn in business activity as a result of the opening of the Pacific Highway Ballina bypass. A total of 140 businesses participated in this campaign and over 120 businesses attended supplementary business development workshops that were conducted in conjunction with the campaign.

A HEALTHY NATURAL ENVIRONMENT

In 2025 we would like all aspects of our **natural environment** to be healthy. This includes natural habitat areas, waterways and beaches as well as natural places within our urban environment. This vision is about recognizing that we live in a beautiful place with many natural assets. We wish for the people in 2025 that they have a healthy natural environment: something valuable in itself and for the benefits and enjoyment the community will get from it.

PROGRESS AND ACHIEVEMENTS

ALSTONVILLE RECLAIMED WATER SCHEME

Council opened the Alstonville Reclaimed Water Scheme in 2008. The Scheme utilises recycled water that would be normally discharged into the environment for use in nurseries and for agricultural purposes. The farmers and nurseries using the water do so under arrangement whereby they provide environmental management plans to ensure the water is used as per best practice guidelines. This provides direct replacement of demand for drinking water.

BALLINA-LENNOX HEAD RECYCLED WATER MASTER PLAN

With a total budget in excess of \$100 million, the Ballina-Lennox Head Recycled Water Master Plan is the most expensive project Council has ever undertaken. The Master Plan targets 80% dry weather re-use of treated wastewater from the Ballina and Lennox Head Waste Water Treatment Plants by the year 2026. This is to be achieved by providing urban dual reticulation (which will be used for activities such as garden watering, toilet flushing and car washing) to an estimated 7,242 new lots, urban open space irrigation will be expanded to some 173 hectares including playing fields and parks, and 160 hectares of vegetation regeneration.

As part of the implementation of this plan, during this term, Council accepted a tender valued at \$45 million to expand the capacity of the West Ballina Wastewater Treatment Plant (WWTP) from 12,000 equivalent persons (EPs) to 30,000 and the Lennox Head WWTP from 18,000 to 28,000. This ensures that the shire has adequate WWTP capacity for at least the next 20 years, while at the same time providing significantly improved outcomes in respect of the water quality discharged to the environment.

BUSH REGENERATION

Council undertook and supported a wide range of re-vegetation and regeneration projects including implementation of the NSW Bitou Bush Threat Abatement Plan, which targeted eight high priority coastal sites and continued to restore the Lennox Headland with on average 1,000 littoral rainforest trees planted each year.

Ongoing restoration support was provided to restore and maintain six "Big Scrub" subtropical lowland rainforest remnants, involving several Environmental Trust grants at Killen Falls, Duck Creek and Marom Creek. There was continued sponsorship and support to schools and landcare groups with Council's nursery supplying over 1,000 native seedlings and mulch for National Tree Day each year.



CLIMATE ACTION STRATEGY

Council endorsed the Council Climate Action Strategy at its December 2011 meeting. This Strategy documents Council's present thinking in regards to appropriate climate change responses based on community expectation, current scientific knowledge and government direction. Council also achieved Milestone 4 under the Cities for Climate Protection program.

EROSION AND SEDIMENTATION CONTROL EDUCATION PROGRAM

In the latter part of 2009 Council conducted an integrated erosion and sediment management program. The objective of this program was to protect our local waterways and environment by educating the community, builders and other trades people along with Council staff on the importance of erosion and sediment control on construction and development sites. Over 100 people primarily from the building and development industry attended. The program is now being followed up with further education and enforcement action where appropriate.

ENVIRONMENTAL ACTION PLAN

Council's Environmental Action Plan (EAP) documents actions that aim to improve environmental outcomes in relation to Council's operations and responsibilities. The EAP was developed during 2010 and is regularly updated to include new initiatives, and note those that have been completed. Some of the projects completed include the establishment of sustainability criteria within all Council's tender processes; finalisation of Council's Climate Action Strategy, installation of drinking water fountains across the shire, implementation of an organic waste collection and street lights across the shire have been replaced with energy efficient fittings. The EAP can be viewed on Council's website.

ENVIRONMENTAL INNOVATION

Council was the first in Australia to design new beach access points using recycled plastic made of composite fibre. The recycled plastic has a life of 100-years and is now being used by other local governments in Australia. Faced with the problem of dolphins entering local waterways, Council designed and constructed in-house a unique dolphin exclusion device for Prospect Lake culvert to stop dolphins accessing the lake.

Council also designed and constructed a mangrove seed exclusion device for Chickiba Lake culvert to restrict mangrove growth around migratory bird roosting sites. Council has also led the way through the introduction of B20 biodiesel, which is a renewable energy source, for our heavy plant.

FLOOD PLAIN MANAGEMENT AND COASTAL EROSION

Council completed the Floodplain Risk Management Study and Plan process through to exhibition of the draft Floodplain Risk Management Study as well as a Draft Flood Risk Management DCP. Both the study and DCP considered the potential impacts of climate change and presented initial adaptive responses.

The Coastal Zone Management Plan for the Ballina coastline was completed to a stage where a draft CZMP was completed for final review. This process included the exhibition of the draft Coastal Zone Management Study and the reassessment of the coastal hazard areas for updating of the NSW Government's sea level rise benchmarks. The project also included the exhibition of a draft Emergency Action Plan for coastal erosion as a standalone emergency response plan.

RICHMOND RIVER ESTUARY

In conjunction with the member councils of the Richmond River County Council (being Ballina Shire, Lismore City and Richmond Valley councils), Council adopted in 2011 the Coastal Zone Management Plan (CZMP) for the Richmond River Estuary. The CZMP outlines a wide range of actions that can be implemented to protect and enhance the estuary of the Richmond River. The adoption of the CZMP now allows the constituent councils to access funds through the NSW State Government's Estuary Management Program.

STREET TREE PLANTING PROGRAM

During 2011 Council commenced funding a street tree master plan to increase the level of endemic species in urban areas. Trees are an important urban asset that can transform streets and provide environmental, aesthetic, cultural and economic benefits.

DIVERSE AND BALANCED USE OF OUR LAND

Our vision is for a mix of **land uses** that complement each other, are appropriate to their location and contribute to community wellbeing over the long-term. We recognise that in 2025 the economic viability of various types of land use will be different from what it is now, and we need to maintain our capacity to adapt, balance the trade-offs and resolve conflict effectively. It is important to us that we maintain our villages as distinct places. We also want a sense of openness. In other areas we want a vibrant, urban diversity.

PROGRESS AND ACHIEVEMENTS

DEVELOPMENT COMPLIANCE PROGRAM

Major works undertaken as part of this program included an audit of all major development consents issued since 2006, audit of all roadside advertising signage in rural areas, audit of section 94 contributions for all quarry consents, audit of all development consents issued within the Southern Cross Industrial Estate along with ensuring compliance for town centre dining and footpath displays.

DEVELOPMENT SUSTAINABILITY CHECKLIST

To improve sustainable business initiatives a development sustainability checklist was designed and is used with all development applications and at pre-lodgement meetings.

PLANNING PROPOSALS - CUMBALUM URBAN RELEASE AREA – PRECINCTS A AND B

The Far North Coast Regional Strategy (FNCRS) identifies land within the Cumbalum area as a potential "Future Urban Release Area". Following a comprehensive investigation and evaluation, which was undertaken over more than six years, Council resolved to forward to the Minister for Planning, planning proposals for Precincts A and B of the Cumbalum Release Area. Both of these planning proposals have the potential to provide approximately 220 hectares of additional land for future residential development.

Two major concerns that Council had with the proposals related to the provision of infrastructure and the management of storm water. The proposals will only be forwarded to the Minister if the proponents provide a signed Voluntary Planning Agreement that satisfies the Council's requirements with respect to securing future infrastructure delivery obligations and Council is satisfied that a storm water management system can be designed that is capable of servicing the subject land, without having an unreasonable adverse impact on downstream private properties and the local ecology.

PLANNING PROPOSAL – HENDERSON FARM

The land known as the "Henderson Farm" in Lennox Head is identified for urban investigation in local and regional (State Government) planning strategies including the Ballina Shire Urban Land Release Strategy and the Far North Coast Regional Strategy.

Following a comprehensive land evaluation process which commenced in 2006 Council resolved to forward to the Minister for Planning, the planning proposal for the Henderson Farm land. The proposed uses for the land are residential (28.8 hectares – 30.6% of the site), open space (9 hectares – 0.9%), environmental protection (57.8 hectares – 61.4%) and deferred for future investigation (6.7 hectares – 7.1%).



MASTER PLAN – LENNOX HEAD FORESHORE

Following extensive community consultation Council adopted the Lennox Head Foreshore Master Plan which will guide future improvements to the park, which runs along the beachfront in the main street (Lennox Park).

MASTER PLAN - SOUTHERN CROSS PRECINCT

As part of the continued implementation of the Southern Cross Precinct Master Plan, which focuses on land owned by Council, a planning proposal was commenced to “rezone land for urban purposes so as to permit a range of urban uses (including light industrial, bulky goods, live/work, commercial, airport related etc.)”. If this planning proposal is approved by the Minister for Planning it will provide additional industrial land and employment to support the future development of the shire.

STUDY AND STRUCTURE PLAN – WEST BALLINA

During 2011 Council adopted the West Ballina Planning Study and Structure Plan, which establishes a strategic framework for future land use in the West Ballina locality. This plan identifies land in the area that is, and is not, considered to have potential for future urban land use. The plan also identifies other desired planning outcomes for the area, such as environmental management. The establishment of a strategic planning framework for the locality does not mean that the land will certainly be rezoned for urban purposes or that urban development that is proposed on the land will receive approval.

STUDY - BULKY GOODS RETAILING

Council engaged consulting firm Hill PDA to carry out an investigation and analysis with respect to bulky goods retailing and large format retailing (LFR) land use in Ballina Shire. The primary purpose of the investigation and analysis was to inform the establishment of the land use planning framework for bulky goods retailing and LFR premises in Council's new Local Environmental Plan and Growth Management Strategy. This study was completed in 2012 and the outcomes are now being incorporated into Council's land use planning framework.

SUSTAINABLE URBAN BUSINESS (SUB) PROJECT

The SUB project was a co-operative approach of local councils within the Richmond River estuary that aimed to protect and enhance the health of the environment of the estuary and minimise impacts from local businesses. The project encouraged and promoted positive communications between local businesses, business interactions with councils and inter-council relationships. During the project over 300 businesses were assessed on their environmental performance and this has raised awareness throughout the business community and provided individual business operators with specific actions to improve their sustainable performance.

The project also enabled Council to undertake restoration and rehabilitation works along the Kingsford Smith Reserve. These works also involved local school groups during the plantings and in the on going maintenance of the area. Overall, the project has been a success and the outcomes from the project will continue well into the future.

PEOPLE ATTAINING HEALTH AND WELLBEING

We understand “healthy” to include physical, mental, spiritual and emotional **health** and recognise that all of these aspects of health are dependent on each other. We also want **people** to have the opportunity to experience **wellbeing**: that is they feel a sense of belonging, of being valued, of being able to contribute and deal with life’s challenges.

PROGRESS AND ACHIEVEMENTS

COMMUNITY GARDENS

Council facilitated the formation of the Ballina Community Gardens Inc. Committee to plan and establish the Ballina Shire’s first community garden at Saunders Oval in Ballina. Due to the success of this project, other community gardens are being encouraged in other parts of the shire.

COMPANION ANIMALS MANAGEMENT PLAN

Council adopted a Companion Animals Management Plan in July 2010 which outlines its approach to fulfilling responsibilities under the NSW Companion Animals Act.

Council is aware how important pets, particularly dogs and cats, are to many people and this plan aims to work with the community to promote responsible dog and cat ownership and to provide a healthy environment in which animals, their owners and the wider community can comfortably live. Planning for a new animal shelter building has been completed with construction expected to commence in January 2013.

SHARED PATHWAYS AND FOOTPATHS

Council endorsed the final design and route alignments for the Coastal Shared Path to link West Ballina to Lennox Head. Construction of this path progressed during this term of Council with West Ballina now linked via a shared path to East Ballina, and segments from East Ballina to Lennox Head having also been completed. Planning approvals are now being sought for the remaining segments.

In addition to the Coastal Shared Path during the term Council completed major footpath and cycleway improvement works in Cherry Street, Moon Street, Fox Street, Wardell Road, Green Street and The Avenue, along with pedestrian refuges in areas such as Headlands Drive and Skennars Head Road. Council also finalised a review of the Pedestrian Access and Mobility Plan (PAMP), which guides footpath and shared path construction works in the medium to long term.

Council also named the board walk section adjoining the southern end of Seven Mile Beach in memory of Mr Brian Smith, a long term President of the Lennox Head Residents Association.

MENTORING PROGRAM

Council implemented a staff mentoring program to encourage personal development and provide career opportunities for Council employees.



LIVE WELL WORK WELL PROGRAM

Council commenced the delivery of an annual employee wellness program called "Live Well Work Well". This program included a 12-week program with the North Coast Area Health Service to achieve proactive health and safety strategies, a skin cancer awareness campaign and a strong focus on work health and safety.

SPORTS FIELDS

Major improvements undertaken during the term included:

- Commenced expansion of the Saunders Oval sports fields
- Constructed a new synthetic turf facility for the Ballina Hockey Club
- Improvements were made to the Wollongbar TAFE facilities to allow the grounds to be used on a temporary basis until new sports fields are provided at Wollongbar
- Installed new canteen and toilet facilities at Quays Reserve
- Installed new cricket nets at Skennars Head and Fripp Oval
- Installed new sight screens at Hill Park
- Installed irrigation systems at Fripp Oval, Saunders and Chickiba Ovals
- Purchased land to expand sporting fields at Lennox Head and Wollongbar
- Upgraded the lighting at Quays Reserve, Fripp Oval, Saunders Oval, Kingsford Smith, Chickiba and Skennars Head sports fields
- Upgraded the amenities at Fripp Oval

PLAYGROUNDS AND RECREATIONAL FACILITIES

Council adopted a playground inspection and audit program and undertook improvement works at the following locations:

- Ross Park – Installed new play equipment, along with shade structure
- Westland Park – Installed new play equipment, along with shade structure
- Kearney Park – Installed new play equipment, along with shade structure
- Fitzroy Park – Installed new play equipment, shade structure, BBQ and picnic facilities
- Elizabeth Anne Brown Park – Installed two sets of play equipment, BBQ and picnic facilities
- Lennox Head Park – Upgraded the existing bus shelter
- Pat Morton Headland – Provided stairs from the car park to lookout – Also stairs were installed from the informal car park to the beach, with these stairs being named in memory of Shorty Connors, a long term local surfer.
- Ballina Skate Park – Stage two was completed and shade shelters installed
- Campbell Park – Installed softfall
- Kellie Anne Crescent – Installed softfall
- Commemoration Park – Installed softfall
- Chickiba – Installed softfall
- Missingham – Installed shade structure and softfall, including the liberty swing for persons with disabilities

SOUTHERN CROSS UNIVERSITY RISING STARS SCHOLARSHIP

During the term the Council decided to support Southern Cross University's scholarship program. The Council now provides an annual \$5,000 scholarship for a student studying a full-time, under-graduate degree at the Lismore campus of Southern Cross University.

WATER FACILITIES

Council improved our recreational water facilities through:

- the installation of the Fishery Creek Pontoon
- the installation of an additional pontoon at Fawcett Park
- the installation of a wharf at Wardell
- improvements to the Fishery Creek and Emigrant Creek boat ramps.

WATER FLUORIDATION

Council approved the addition of fluoride to our water supply with this decision still to be implemented due to litigation. Rous Water is the primary authority responsible for the provision of fluoride to Council's water supply.

RESILIENT AND ADAPTABLE COMMUNITIES

We want to be a healthy **community**, one that our young people want to stay part of, that our older people feel useful in and that newcomers and people of diverse views feel welcome.

PROGRESS AND ACHIEVEMENTS

ABORIGINAL COMMUNITY

Council continued to enhance our consultation with the Aboriginal community to increase the level of trust through numerous meetings and joint activities. Council signed an MOU with the JALI Local Aboriginal Land Council to allow the removal of NSW Aboriginal Land Claims from Crown land on which the re-development of the Ballina Surf Club is to be constructed. Council also provided land at Porter Park, at no cost, to the NSW State Government, to allow the construction of an Aboriginal Child and Family Centre on the site. This centre is due for completion during 2013.

The Aboriginal Heritage Study was a project to better manage Aboriginal cultural heritage sites through the improved documentation and understanding of sites in the shire and the values attached to them. This study was completed in 2011 however the information contained in the document is not available for general publication. Council was partnered in this work by Jali Local Aboriginal Land Council.

AFFORDABLE HOUSING

Council adopted an affordable housing strategy to promote opportunities for the provision of affordable housing in the shire in March 2010.

COMMUNITY DONATIONS PROGRAM

Council continued to provide support to community organisations through our annual community donations programs. These programs involve cash contributions to organisations and public halls of approximately \$100,000 per annum, along with the waiving of rates and charges to a multitude of community groups that totals approximately \$60,000 per annum.

In addition to this, Council continues to support community groups occupying Council-owned or controlled land through rental subsidies or waivers. The value of the in-kind rent contribution is estimated at in excess of \$400,000 per annum.

COMMUNITY EVENTS COUNCIL CO-ORDINATED

As well as the Community Events and Festivals Support Program Council supported and hosted the following community events:

- Rivafest (now discontinued), Heritage Week, NAIDOC Week, Youth Week
- Seniors Week, Australia Day, Christmas light up (now discontinued), NSW Bike Week, National Tree Day and Ballina Fair Go Skateboarding Competition



COMMUNITY EVENTS AND FESTIVALS - SUPPORT PROGRAM

The Council's Events and Festivals Support Program was introduced during this term, with the program allocating approximately \$50,000 each year to significant community events. The purpose of the program is to provide seed funding to allow events and festivals to commence and grow, with the major events supported since the program commenced being:

- Alstonville New Year's Eve Family Festival
- Ballina Boat and Leisure Show
- Ballina Island Paddle Challenge
- Ballina Coastal Country Music Festival
- Ballina Fine Food and Wine Festival
- Coastal Lifestyle Expo
- Lennox Head Carols in the Park
- Skull Candy Surf Contest

DISASTER PLANS

Council completed a comprehensive review of the Shire's Disaster Plan (DISPLAN). A bushfire risk management plan was also completed for the far north coast region to guide operations for the next five years. Council also completed extensions to the SES Emergency Headquarters in Ballina.

LENNOX HEAD TORNADO

In response to the tornado that devastated parts of Lennox Head on 3 June 2010, the Council was successful in ensuring that NSW Government agreed to compensate the community for the handling and disposal of asbestos. The Council also attended to the repairs of public infrastructure and coordinated the activities of the Local Emergency Management Committee as it responded to the disaster. The Council received commendations from the Australian Asbestos Foundation and WorkCover for its response to this unique event.

PARTNERSHIPS - WORKCOVER AND TAFE

Council entered into a formal partnership with WorkCover to monitor, review and improve our health and safety systems. This three year partnership has resulted in substantial improvements to Council's safety systems and culture. The TAFE Partnership resulted in the implementation of a worker traineeship program for staff working in the water and sewer operations area.

ROAD SAFETY STRATEGIC PLAN

The Shire's Road Safety Plan was progressed to maximise community awareness through activities such as Bike Week, RRISK (Reduce Risk – Increase Student Knowledge) and the Graduating Licence Scheme.

SHIRE WIDE COMMUNITY BASED HERITAGE STUDY

A Shire Wide Community Based Heritage Study was completed during 2008/09. This study considered heritage items and places identified by the community and other research processes and that information was then assessed against the NSW Heritage Branch's heritage significance criteria, resulting in heritage values attributed to each of these items and places. The research undertaken and the results of this initial assessment were then compiled into the Shire Wide Community Based Heritage Study report.

SUPPORTED EMPLOYMENT SERVICE

Council continued to employ 14 disability workers in its Open Spaces and Reserves section as part of its Supported Employment Service. This program is the only one of its kind administered by a local government on the far north coast and provides paid employment to people with disabilities. This program empowers people with disabilities and helps them develop new skills, encourages independence and enhances their position in the workplace and broader community.

SUMMER BUS PROJECT

A summer bus project was trialled in January 2009 connecting young people in Ballina, Lennox Head, Alstonville and Wollongbar.

YOUTH COUNCIL

A Youth Council was established to improve the Council's understanding of issues relating to young people in the shire.

RESPONSIBLE AND EFFICIENT USE OF RESOURCES

Our vision is that we achieve greater efficiencies in our use of **resources**, regardless of where we get them from, and be responsible for our use of them. We will look for ways to generate more of the resources we need locally and to lessen the negative environmental and social impacts that can result from resource generation and use.

PROGRESS AND ACHIEVEMENTS

AWARD WINNING FOOD SURVEILLANCE PROGRAM

Council provides a proactive food premises surveillance program with a view to ensuring that consumers receive safe and suitable food from hygienic establishments. Currently some 260 food premises and 54 temporary and mobile vendors are covered. Recent work undertaken by Council's Environmental Health Team was acknowledged in May 2012 when Council received a Food Surveillance Champion Award from the NSW Food Authority. The award acknowledged value added services including newsletters to the industry, resource kits for business owners, use of check lists and on-going improvement in procedures and enforcement protocols as well as our inspection program.

COMMERCIAL WASTE – SALE OF BUSINESS

As part of on-going operational reviews Council decided to sell the commercial waste collection business, as it was considered unviable to purchase new plant for the business.

FINANCIAL PLANNING POLICY

Council adopted a Financial Planning policy to establish a set of financial indicators to guide the Council's financial performance in the short to medium term, along with establishing a framework for the long-term financial sustainability of the Council. NSW Treasury Corporation also completed a Financial Assessment and Benchmark report for Council as part of a process of applying for funding under the NSW Government's Local Infrastructure Renewal Scheme. Council was successful in obtaining \$9.3 million in low interest loans under this scheme.

FLEET MANAGEMENT

Council introduced a target of a 3.5 green star rating for our passenger vehicles resulting in a significant shift from large to medium or small sized vehicles during the Council term. Council also approved a \$1.3m plant expansion program to allow the purchase of a range of additional heavy plant (i.e. backhoe, roller, tipping trucks, water truck, mini excavator and self propelled roller) to reduce our reliance on external contractors. Council also implemented the AUSFLEET fleet management system to improve our overall management practices.

GRAVE DIGGING INNOVATION

Council staff developed a new system to ensure the safety of staff involved in the hand digging of graves at the East Ballina and Wardell cemeteries. This innovative approach was recognised by being a finalist in the NSW Workcover Awards.



INFORMATION SYSTEMS

Council implemented a new corporate information system (CIVICA) in 2009/10, with our electronic document management system (EDMS) converted to a new package, known as TRIM, in 2011/12. During the four year period from 1 July 2008 to 30 June 2012 a total of 426,915 documents were captured in the EDMS. Council also implemented a standardised customer request management system, which means that all customer requests received across the organisation are now dealt with in a consistent manner. An information technology skills audit was completed for all staff to identify gaps in computer literacy skills. This information is assisting Council's on-going training programs. The productivity of staff was increased through the extensive introduction of mobile devices, and iPads were introduced for all Councillors.

RESOURCE SHARING

Council continued to pursue resource sharing arrangements with other local government areas to increase efficiencies. Notable examples of this included:

- Waste Management – Joint tender with Lismore City Council for the transport and processing of comingled recyclables – Estimated savings per annum \$75,000
- Internal Audit – Joint tender with Richmond Valley Council for Internal Audit Services – Estimated savings per annum \$15,000
- Myroadinfo website – This regional myroadinfo website, now auspiced by NOROC, was borne out of a concept originally developed by Ballina Shire Council. It is now supplied under NOROC license to several other NSW ROCs and arrangements are also in place with the NSW Roads and Maritime Services for the live exchange of digital road information between myroadinfo and livetraffic websites

REVENUE GENERATION – NON-STANDARD INCOME

Council has long recognised that rate income is insufficient to fund all the infrastructure demands of our community and Council continued to pursue additional non-standard income through other activities including:

- completion of a lease and construct contract for an industrial building on Council-owned land to one of Australia's blue chip companies, Australian Reinforcing Concrete (ARC) Pty. Ltd.
- sale of residential and industrial land with the major land sale during the term occurring in 2008 when Council signed a contract with Harvey Norman to sell Council land in the Southern Cross Industrial Estate for a price of \$6.1 million. In 2011 Harvey Norman opened its new shopping centre
- sale of surplus operational land at Lennox Head to the North Coast Accommodation Trust, for future use as part of the Lake Ainsworth Holiday Park
- sale of the Council owned dog pound to Northern Rivers Animal Services. The funds generated will be applied to the construction of a new contemporary pound on the adjoining land. The new pound is currently being designed.

SPECIAL RATE VARIATION

Council received approval from the NSW Minister for Local Government for a special rate variation of an average of six percent over four years from 2010/11. The additional program of works funded from this increased revenue is as follows:

Description	2010/11 \$ 000	2011/12 \$ 000	2012/13 \$ 000	2013/14 \$ 000
Capital Expenditure				
Roads - New Works	283	582	895	1,236
Road Reconstruction	85	135	233	407
Footpaths / Paths	100	106	112	119
Buildings / Facilities	0	65	69	73
Total Capital	468	888	1,309	1,834
Operating Expense				
Surf Lifesaving	25	27	28	30
	493,000	915,000	1,337,000	1,864,000

WASTE – GREEN WASTE COLLECTION SERVICE

In 2011/12 Council introduced a green waste (including organics) collection service that has resulted in a 40% reduction in the waste being transferred to Council's landfill, which in turn will result in a corresponding increase in the life of the existing landfill.

TRANSPARENT AND ACCOUNTABLE GOVERNANCE

Our vision is for a community that has confidence in its elected representatives, its Council and its organisations. We want there to continue to be opportunities to participate in decision-making beyond going to the ballot box. We want there to be opportunities to engage with each other and to be confident that our community organisations are being run fairly and honestly. We want there to be widespread experience in being part of community and local government **governance** so that we can support each other when difficult decisions have to be made.

PROGRESS AND ACHIEVEMENTS

BALLINA LEP RENEWAL – COMMUNITY ENGAGEMENT

The draft LEP 2010 was initially publicly exhibited between 15 March 2010 and 4 June 2010. A brief overview of the exhibition process is provided as follows:

- Six exhibition locations plus a dedicated website
- Website: 1,583 site hits and 17,056 page views
- Media: 45 print media articles, five radio and one television interviews
- Five community briefings plus four street stalls

Council also undertook the re-exhibition of its Draft Ballina Local Environmental Plan 2011 between 19 September and 19 October 2011. The re-exhibition was advertised in local media and through Council's Community Connect newsletter.

CLIMATE ACTION STRATEGY - CONSULTATION

During 2010 and 2011, Council held discussions with the community to consider the issue of climate change. The Climate Ballina Conversation Café asked over one hundred randomly selected members of the community to discuss their concerns about climate change and what they thought some of the solutions might be. From this random selection, a smaller group was invited to attend a two and one half day 'Citizens Jury' style deliberation event. A number of speakers were invited to attend and this group worked together with the speakers and with Council staff to develop 53 recommendations to respond to the challenge of climate change here in Ballina Shire. These recommendations form the basis for the Climate Action Strategy.

COUNCIL POLICIES

All Council policies (in excess of 80) were reviewed during the term to ensure they reflect current policy positions.

DEVELOPER CONTRIBUTION PLAN REVIEW

Council completed reviews of its Section 94 Plans for Open Space and Community Facilities (2009) and Roads (2010) to ensure the anticipated revenue is realistic and to provide a contemporary infrastructure delivery program.

INTERNAL AUDIT PROGRAM

Council established an internal audit committee and commenced a formalised program of internal audits. BDO Kendall was appointed as the internal auditors following a joint tender with Richmond Valley Council.



COMMUNITY AWARENESS AND PROMOTION OF COUNCIL ACTIVITIES

In 2009 Councillors recognised the need to improve communication with ratepayers and residents, and to be more proactive in informing residents about local government issues. It was also felt there needed to be a conduit to better promote its activities to the community. As a result it was decided Council would produce a quarterly newsletter to be delivered to residents. The *Community Connect* newsletter is now regularly distributed in the Shire and has a print run of more than 22,000. It is sent to all residents and is also available on the Council's website. Council also developed an e-newsletter, which is delivered to some 700 subscribers via email and contains information about documents on exhibition, employment, and the outcomes from Council meetings. A mayoral column, coinciding with the monthly Council meeting, features in the Ballina Shire Advocate newspaper. The General Manager also features each month on the local community radio station, Paradise FM, where he talks about the monthly Council meeting and other projects and issues.

DEVELOPMENT SERVICES SECTION REVIEW

Council engaged an external consultant to carry out an assessment of the procedures, work responsibilities and technical and professional capacity of Council's Development Services Section, being the section primarily responsible for the assessment of development applications. This assessment involved consultation with prominent private sector planning consultancy firms and the final report contained a number of recommendations that are systematically being implemented, where considered appropriate, across the organisation.

INTEGRATED PLANNING AND REPORTING – CATEGORY ONE COUNCIL

Council was one of the first local government authorities to be compliant with the Division of Local Government's integrated planning and reporting framework with our approval as a category one council in 2010.

PLANNING LITIGATION

As a planning authority Council is involved in litigation relating to the upholding of certain planning decisions. Major legal cases during the term were as follows.

Opposing Party	Case Description	Council Costs (\$)	Outcome
Avalon Pty Ltd	Challenge to an undetermined development application.	85,000	Both parties agreed on conditions for the Court.
Simpson / Bryson/ Blake	Appeal against refusal of development applications for dwelling entitlements	215,000	Council successful in defending refusals.
Newton, Denny, Chapelle Pty Ltd	Appeal against refusal of development application and interpretation of consent for Tallow Wood Place, Lennox Head	104,000 (15,000 in costs recovered)	Appeal withdrawn and Council successful in respect to the interpretation of the consent.
Corporate Trustees of the Diocese of Grafton	Trustees were seeking permanent access to the Gunundi property at East Ballina through crown land. Council was joined in this action with the Department of Lands.	164,000 (68,000 in costs recovered)	Department of Lands ultimately agreed to provide access through the existing access and court proceedings terminated.
Homeworld Ballina Pty Ltd	Challenge to rezoning of land at the Southern Cross Industrial Estate to an industrial zone.	329,000 (190,000 in costs recovered)	Council successfully defended the matter in the Land and Environment Court and in the Supreme Court following an appeal.
Newton, Denny, Chapelle Pty Ltd	Appeal against a refusal of a development application for permanent occupation of the Lennox Head Apartments	25,000	Appeal successful.
SJ Connelly Pty Ltd	Appeal against a refusal of a development application for permanent occupation at the Ramada	417,000	Appeal unsuccessful.
Oschlack	Challenge to approval of Marom Creek fluoridation plant	166,000	Appeal dismissed and Council awarded costs. No costs yet reimbursed.
SJ Connelly Pty Ltd	Challenge to Council's interpretation as to whether development for a temporary stockpile was Designated Development	66,000 (Council received reimbursement of 44,000)	Appeal successful. The Local Government and Shires Association approved a request by Council to seek reimbursement of the legal costs from other councils, due to the precedent set by this case

Key facts and figures

Ballina Shire 2008 - 2012

COUNCILLORS, EMPLOYEES AND POPULATION

employees
266 in 2008/09
284 in 20012/13
7% percentage increase



population
40,534 in 2008/09
41,038 in 20012/13
1.2% percentage increase



CENSUS RESULTS

	2001			2006			2011		
	Ballina	NSW	Aus	Ballina	NSW	Aus	Ballina	NSW	Aus
Median age of persons	41	35	35	43	37	37	45	38	37
Comparison to NSW / Australia (%)		117%	117%		116%	116%		118%	122%
Median total personal income (\$/weekly)	308	386	375	397	460	466	494	561	577
Comparison to NSW / Australia (%)		80%	82%		86%	85%		88%	86%
Median total family income (\$/weekly)	731	982	937	1,020	1,202	1,191	1,153	1,477	1,481
Comparison to NSW / Australia (%)		74%	78%		85%	86%		78%	78%
Median total household income (\$/weekly)	591	826	784	781	1,039	1,029	928	1,233	1,230
Comparison to NSW / Australia (%)		72%	75%		75%	76%		75%	75%
Median mortgage repayment (\$/monthly)	900	1,072	867	1,300	1,517	1,300	1,733	1,993	1,800
Comparison to NSW / Australia (%)		84%	104%		86%	100%		87%	96%
Median rent (\$/weekly)	150	170	145	210	210	191	290	300	285
Comparison to NSW / Australia (%)		88%	103%		100%	110%		97%	102%
Average number of persons per bedroom	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1	1.1
Comparison to NSW / Australia (%)	100%	100%		100%	100%		100%	100%	100%
Average household size	2.4	2.6	2.6	2.4	2.6	2.6	2.4	2.6	2.6
Comparison to NSW / Australia (%)		92%	92%		92%	92%		92%	92%

rates & charges	2008/2009	2012/2013	percentage increase
average residential rate per annum (\$)	682	799	15%
domestic waste management charge (\$)	252	392	56%
annual wastewater charge (\$)	440	674	53%
annual water access charge (20mm service) (\$)	110	165	50%
water consumption charge per kilolitre (\$)	1.18	1.77	50%

operating income & expenses	2008/09	2009/10	2010/11	2011/12	2012/13
estimated operating income (\$million)	57,962	59,744	62,771	70,479	72,473
estimated operating expenses (excl depreciation) (\$million)	48,058	50,907	54,257	59,478	63,658
estimated operating result (\$million)	9,904	8,837	8,514	11,001	8,815

change in key recurrent infrastructure expenditure (\$million)	2008/2009	2012/2013	percentage increase
roads and bridges (\$)	3,990,500	5,701,200	43%
open spaces and reserves (\$)	3,096,000	3,652,500	18%
Drainage (\$)	652,600	655,000	0%
ancillary facilities (\$)	1,162,000	1,260,300	8%
TOTAL	8,901,100	11,269,000	27%

capital expenditure per annum	2008/09	2009/10	2010/11	2011/12	total
value of works (\$'000)	21,368	22,381	36,962	45,960	126,671

development assessments per annum	2008/09	2009/10	2010/11	2011/12	total
number of applications	682	622	632	530	2,466
value of consents issued (\$'000)	90,800	98,900	111,100	114,300	415,100

