



Ballina Shire Council

**Community Strategic Plan
2010 - 2025**



table of contents

FROM THE MAYOR	1
BALLINA SHIRE	2
THE COMMUNITY STRATEGIC PLAN AND HOW IT WILL BE USED	4
ROLE OF COUNCIL IN THE COMMUNITY STRATEGIC PLAN	5
HOW THE COMMUNITY STRATEGIC PLAN WAS DEVELOPED	6
SUSTAINABILITY DEFINED	7
NSW STATE GOVERNMENT	8
OUR VISION	9
OUR OBJECTIVES	9
a built environment contributing to health and wellbeing	10
a diverse and prosperous economy	12
a healthy natural environment	14
a diverse and balanced use of our land	16
people attaining health and wellbeing	18
resilient and adaptable communities	20
responsible and efficient use of resources	22
transparent and accountable governance	24
OUR DESIRED OUTCOMES	26
OUR ACTIONS TO ACHIEVE OUR DESIRED OUTCOMES	27
appendix one: organisations contacted about the project	41
appendix two: community research	44
key findings	44
importance	45
satisfaction	46
combined priority rankings	47
csp vision	48
csp objectives and outcomes	49
gap analysis	50
appendix three: our sustainability report	51
appendix four: organisation acronyms	52



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from the mayor



Welcome to Ballina Shire Council's first Community Strategic Plan (the CSP). The CSP pulls together extensive consultation that Council has undertaken with our community in recent years to provide a document that identifies the community's priorities and expectations for the next ten years and to plan strategies to achieve those goals.

The decisions we make as a community contribute in significant ways to what our lives will be like in 2025. The benefits of having a document such as the CSP is that it helps us make decisions that will take us closer to the future we strive for.

As a Council, we have limited resources, however by carefully planning for the future we can aim to maximise the community benefit received from those resources. The CSP will also help Council to engage with other levels of government, the business sector and the broader community to ensure that there is a level of co-operation and commitment to achieving our goals.

The next decade will be critical for the Ballina Shire as we plan for increased population growth along with the possibility of sea level rise and climate change. As a coastal shire we have many natural and built attractions that provide a wonderful lifestyle. But we also have significant flood plains within our locality and areas of our coastline that are vulnerable to coastal erosion. The CSP recognises this and identifies the strategies to deal with these issues and many other variables to ensure that we continue to provide a Shire that is a fantastic place to work and live.

I hope you enjoy reading the CSP as it is important that we all share our desires and goals for the future.

A handwritten signature in black ink, reading "Phillip Silver". The signature is written in a cursive, flowing style.

Cr Phillip Silver
Mayor

ballina shire



“Living in Ballina is like a ride in the best seat in a first class train travelling in the best parts of the world.” (Resident)

Ballina Shire is located within the Northern Rivers region of New South Wales, the traditional country of the Bundjalung people. Our main town and commercial centre is Ballina, with villages along the coast and throughout the hinterland. Ballina CBD is situated on the banks of the Richmond River. The coast, the river, the escarpment, and the plateau are four of the standout features of our Shire. These, with their associated waterways, natural habitats and farming, along with the beaches and ocean, help to define our place and what makes it special.

We are in many ways typical of the so-called “Seachange community”. For the last 10 to 20 years we have experienced the influx of more people, changing economic opportunities and being a desired destination for people seeking something different from a city lifestyle. However, many come with city-style expectations about what services will be available.

Our population of approximately 40,000 is expected to increase to in excess of 50,000 by 2025. Many more people, about 32% of the population, will be aged over 65 years.

Our economy is heavily dependent on the service sector: it is responsible for 85% of both our employment and our Gross Regional Product. We have substantial areas of State

Significant farmland, yet the pressures for land development can make the economics of farming difficult. Land development and infrastructure development pressure is also being felt in our areas of natural habitat, especially along the scenic escarpment, the lowland forest, and the heath.

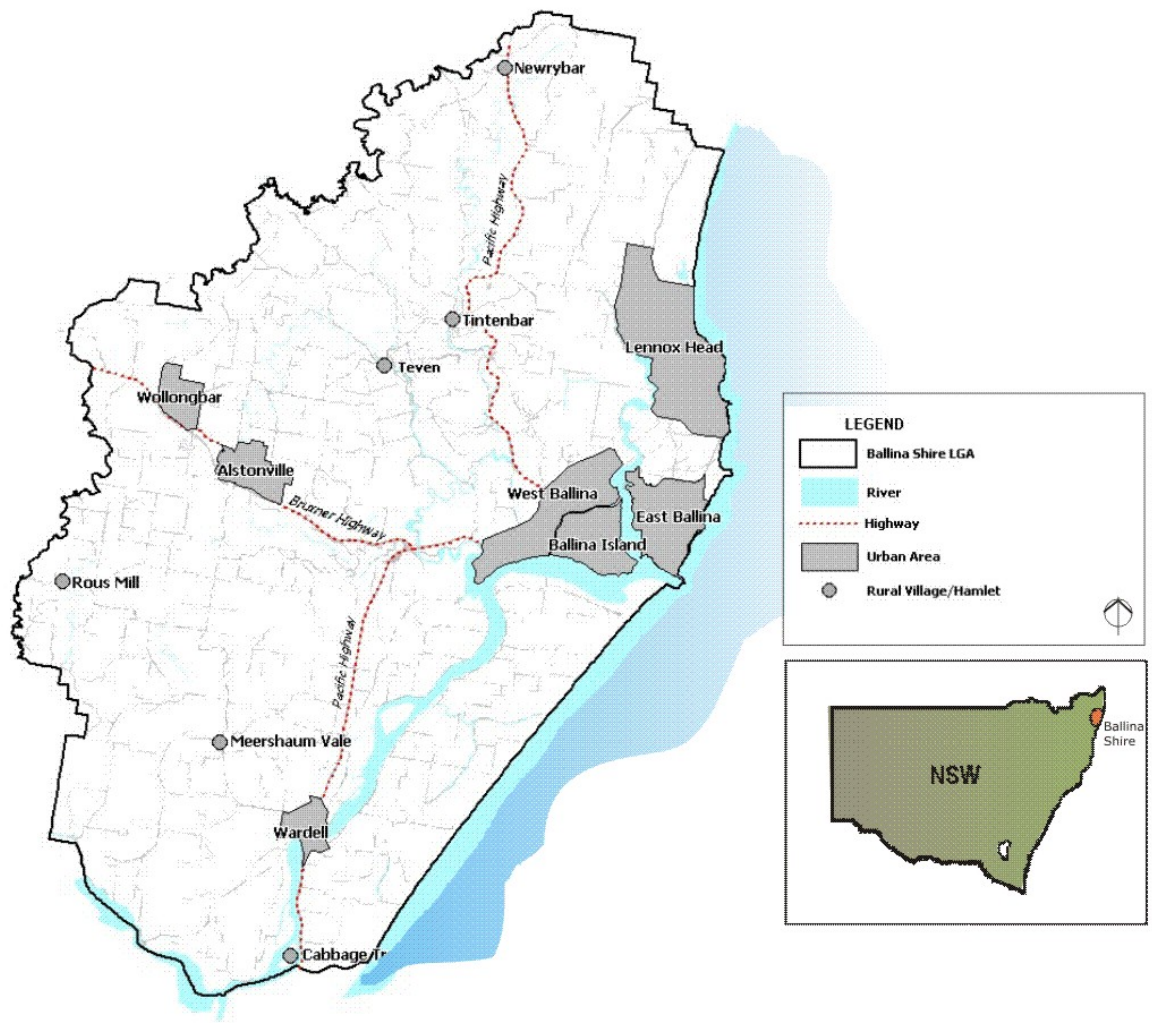
Like other coastal communities around Australia we are facing challenges in how we balance social, economic, and environmental outcomes. We do not want to destroy what we value about ourselves, our communities, our place, the heritage of our Shire, but we also want to continue to enjoy our natural environment and lifestyles and provide opportunities for work and wealth creation. Balancing these sometimes conflicting aspirations is a challenge for the whole community.

It is important, too, that we work effectively with other councils, organisations and communities throughout the Northern Rivers region. People who make decisions in other areas within the region now have the opportunity to understand what we are aiming for as a shire community. Our visions will help us to focus our regional engagement, especially in regard to issues where we have little direct control over decisions but experience the effects of the decisions others make.

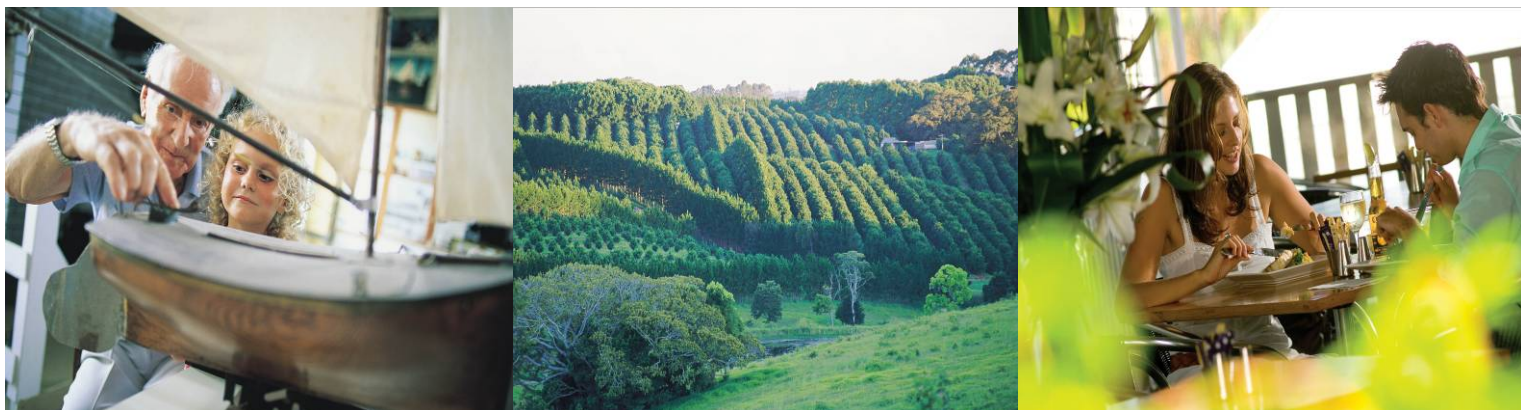
The aim of the Community Strategic Plan is to provide all of the residents of our Shire a strategic direction for a sustainable Ballina Shire up to 2025 and beyond.



ballina shire local government area map



the community strategic plan and how it will be used



The Community Strategic Plan (CSP) is intended to be used in several ways:

- Guide Council priority-setting and decision-making
- Inform the decision-making of other agencies and organisations, including community and State Government
- Provide a rationale for any organisation pursuing grants and other resources for specific projects that can be shown to fit within the strategic direction outlined in the Community Strategic Plan
- Inform residents and potential developers of the ways in which the community wants future people and development to contribute to the Shire's future
- Be a mechanism for the on-going integration of local planning initiatives
- Provide a framework for monitoring progress towards the creation of a more sustainable Ballina Shire

The CSP also forms part of the Department of Local Government's (DLG) Integrated Planning and Reporting framework. This means that the CSP is the highest level plan that a council will prepare. The framework has four key elements:

- A 10-year Community Strategic Plan, which outlines our broad vision for the future
- A four-year Delivery Program, accompanied by a full budget, that details exactly what we will do to implement the Community Strategic Plan
- An Operational Plan, which will record the planned activity and expenditure for each year and
- An Annual Report, which provides the community with a detailed account of what we have achieved each year and the progress made towards the implementation of the Delivery Program and CSP.

The following diagram provides an overview as to how these documents interact.



role of council in the community strategic plan



Council has two primary roles to play:

1. to actively consider how its decisions in its areas of control or influence contribute to creating the preferred future and
2. to champion the ideals and aspirations of the Shire community, taking a leadership role in harnessing resources from public and private sectors to promote desired outcomes.

The Council will be seeking to influence the decisions of other organisations and individuals whose activities affect the Shire and looking for partners, in the public, community and private sectors, to create a more sustainable future. As many of the things are outside our control it is important to identify, as far as possible, who does have responsibilities and interests in those areas we wish to change. It must be recognised, however, that outside factors will both contribute to and against our best efforts.

The strategies we have provided and the identification of who might be involved are not meant to be exhaustive. Over time there will be many opportunities and challenges that make other strategies more likely to contribute to our vision. Similarly, the organisations involved will change as responsibilities, resources, and community expectations change.

What we can see from the detail about who could be involved is that the Council activities are potentially more important for achieving our visions of a built environment contributing to health and wellbeing and diverse and balanced land use than for other visions. Similarly, the community and private sector are potentially very important players if we are to achieve our visions of a diverse and prosperous economy and resilient and adaptable communities.

Given that the visions and aims represent what we want for a more sustainable Ballina Shire, how will we know we are actually creating this future for ourselves? We will need evidence so that we can:

- monitor progress towards our vision in a systematic way
- inform policy and decision-makers in a sound and credible way
- focus attention on trends of concern
- modify efforts where actions are not leading to the anticipated results
- show linkages between different activities and
- promote adaptive management and continuous learning.

The CSP will assist in providing this evidence.

how the community strategic plan was developed



The Community Strategic Plan (CSP) has been modified from Council's Sustainability Framework (the Framework) which was developed in 2007. The Framework commenced by asking the community "If you were in Ballina Shire in 2025 what you want to see and experience?" The Framework was therefore aspirational in nature and the CSP takes a similar position.

Both documents are based on what we want our place and our communities to be like and what we want to be able to do and have. In this way it may seem familiar to people outside Ballina Shire. The community was also asked "What makes Ballina Shire special as a place and community?" It was the discussion around these questions and the consideration of the objectives of sustainability that resulted in the development of the core visions for a more sustainable Ballina Shire.

Information about the project and an invitation to provide comment or organise a presentation were also included in media releases and in Council advertorials in the Advocate newspaper.

There were two formal groups that had significant input into the development of the Framework: the Peer Review Panel and the Civic Panel. The Peer Review Panel was a small group of prominent and experienced people, chaired by the Mayor of Ballina Shire. Its role was to critique the project and its progress and activities, and to provide support and assistance in resolving issues of concern.

The Civic Panel was a group of 30 residents who, through their interests and activities, have varied and multiple connections in the community. This group met ten times over the course of the project. These people had a wide variety of backgrounds and professional and personal interests and expertise. The group acted as a "sounding board" throughout the project and assisted through actively engaging in targeted discussions and exercises aimed at teasing out issues, perspectives, and values.

In addition, a large number of local and regional organisations were contacted about the project, with some also requesting and receiving presentations or workshops. A list of organisations that were contacted about the project, indicating also those organisations who requested and received a presentation, is shown in appendix one to the CSP.

In modifying the Framework to the CSP during 2010 Council re-engaged with the Peer Review Panel, the Civic Panel and all the local and regional organizations previously involved to ensure the CSP remains a contemporary document that meets community expectations.

Feedback from a Council Community Survey, undertaken in 2008, has also been included. That survey, which involved a random sampling of 600 residents, quantified the community's level of satisfaction and importance on 37 key services. Finally a further survey of 500 residents was undertaken in 2010 to ensure there was broad community support for the vision and objectives identified in the CSP. Appendix Two provides a summary of both surveys.

sustainability defined



Sustainability has been defined in many ways. One of the simplest and most widely used definitions is “meeting the needs of present generations without compromising the capacity of future generations to meet their own needs”. In Australia, sustainability is talked about in terms of “ecologically sustainable development” or “ESD” for short.

The three core objectives for ESD in Australia are:

1. to enhance individual and community well-being and welfare by allowing a path of economic development that safeguards the welfare of future generations
2. to provide for equity within and between generations and
3. to protect biological diversity and maintain essential ecological processes and life-support systems.

These core objectives are supported by guiding principles, namely:

- Decision making processes should effectively integrate both long and short-term economic, environmental, social and equity considerations.

- Where there are threats of serious or irreversible environmental damage, lack of full scientific certainty should not be used as a reason for postponing measures to prevent environmental degradation.
- The global dimension of environmental impacts of actions and policies should be recognised and considered.
- The need to develop a strong, growing and diversified economy which can enhance the capacity for environmental protection should be recognised.
- The need to maintain and enhance international competitiveness in an environmentally sound manner should be recognised.
- Cost effective and flexible policy instruments should be adopted, such as improved valuation, pricing and incentive mechanisms.
- Decisions and actions should provide for broad community involvement on issues which affect them.

It is important that we as a community and Council as an organisation consider ESD in all aspects of our activities. Appendix three provides a snap shot of our latest Sustainability Report.



The NSW State Government has prepared two documents that are integrated into Council's CSP. The first of these is the Far North Coast Regional Strategy (FNCRS).

Far North Coast Regional Strategy

The FNCRS (2006) provides a guide to the region's land use for a period of 25 years. It is designed to ensure that future development caters for the housing and employment needs while protecting the regions highly valuable natural and cultural resources. The FNCRS vision for the future for our region is:

"A healthy, prosperous and sustainable future for the diverse communities of the Far North Coast Region".

Ballina is identified in the document as a developing major regional centre which will be supported by major new land releases in Lennox Head and Cumbalum. Employment, retail and tourism are important functions of the shire. It is estimated that an additional 8,400 dwellings will be provided between 2006 and 2031, resulting in total dwellings of 25,120 (16,720 as at 2006)

NSW State Plan

The second document is the NSW State Plan. The State Plan is the NSW Government's long term plan to deliver the best possible services to the people of NSW. It sets strong targets for better service delivery across the public sector in NSW. The priorities in the

State Plan are a result of extensive consultation with the community, business and stakeholder groups.

More than 3,500 groups and individuals provided their views and local knowledge in the development of this Plan.

New plans are being prepared for each region in NSW, responding to the local priorities raised during the community consultations. These local action plans are due for release during 2010.

The consultation undertaken for the State Plan identified that NSW communities were generally pleased with their local services. Local hospitals and schools were held in high regard. Many communities commented on the increasingly strong networks between government and community groups resulting in improved services, particularly policing. Job creation was a high priority for many local communities, particularly for young people. Communities would like to see a greater diversification of regional economies including business incentives.

Transport was identified consistently as the highest priority for NSW communities. Public transport improvements were identified in many locations, including the need for regional transport plans and regional targets, better access to public transport, and improved integration of transport modes.

It is important that once the local action plan is released for the NSW North Coast that the actions identified in that plan integrate into the work being undertaken through the CSP.

our vision

our objectives



The world in which we live is fast-paced and changing. As individuals and as communities we are faced with challenges that have local, regional, national, and global origins.

The only way we will find ourselves in a situation we prefer in 2025 is by identifying what we want our lived experience and our natural environment to be like and to make decisions consistent with that vision.

Following the extensive consultation undertaken in preparing the CSP we have agreed that the vision for our future is:

A shire that provides a healthy lifestyle, a prosperous natural environment and a community with a strong sense of place.

In order to achieve our vision we have identified eight objectives that will deliver that vision. Those objectives are:

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

The next section of the CSP describes what these objectives mean to us, identifies the outcomes we desire from those objectives and lists the benefits that we will gain.

a built environment contributing to health and wellbeing



What was said

We want to be able to move around and between public areas safely.

We want buildings and public areas to be attractive. We think we should be building better buildings, ones that take advantage of our climate, are attractive and easy to use and meet the range of needs of our community. We also think we need a more diverse range of housing types

We want a built environment compatible with the things that are important and significant to us

what this means for us

We want a built environment that we can be proud of and enjoy being in. We want it to contribute to our ability 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.

the outcomes we are aiming for include

- A feeling of safety, regardless of where in the Shire
- Buildings, infrastructure and public spaces that complement our natural environment
- Continuous improvement in the condition of our environment in all areas
- Effective and responsible power generation and use
- Effective water collection, use and re-use
- Efficient and effective integrated transport
- Excellent water quality in the Richmond River, its tributaries and coastal lakes
- High level of social capital
- Holistic understanding of and approaches to health
- Infrastructure and facilities that meet individual and community needs
- Maintain our diverse and attractive landscapes
- Respect for the needs of different land users and land uses
- Widespread participation in lifelong learning

what some of the benefits might be

- Distinctive places and diverse and welcoming communities
- Enhanced sense of community and sense of place
- Interesting and diverse housing
- Good access in public areas and infrastructure that works for people

what this means for ballina shire

Our built environment includes our urban areas, which are a mixture of residential, commercial and industrial, our individual houses and neighbourhoods, and our infrastructure of roads, water, power, lighting and sewerage. It also includes the boat ramps, wharves, parks, playgrounds, and sporting fields that we use. For us, achieving this vision means dealing with some challenging issues, including housing affordability, transport, and the rise in single-person households.

housing affordability

Status

- 107% increase in house prices 2001-2006 (\$175,000 to \$362,500)
- Extended period of low-interest rates
- Additional 12 000 people in the currently identified land release areas

Trends

- Price trend in keeping with Seachange phenomenon: continue to increase
- Declining capacity for younger people to buy in
- Increasing cost and declining local supply of construction materials

Risks

- High prices and rents may mean the younger and working population has to live outside the Shire, impacting on the character and fabric of the community. Higher valuations will also impact on retirees and long-term residents who might own their home but have little other income.
- Loss of heritage within the Shire as property values make it uneconomic to retain heritage items

Opportunities

- Innovative housing designs
- Urban renewal through higher density
- Increasing local employment
- Improve recreational facilities (i.e. indoor heated swimming pool)

transport

Status

- High demand
- Focus on private vehicles, with limited options for public transport
- National and State highways bisect the Shire

Trends

- Increasing car use
- Increasing costs associated with infrastructure
- Ongoing viability issues for community or public transport

Risks

- The current narrow focus on the private car as the main means of transport is not sustainable and inhibits investment in other transport and mobility options. Our current transport network and economy is sensitive to changes in fuel prices.

Opportunities

- Diversification of transport options and infrastructure
- Business development for alternative fuels
- Increase use of Ballina Shire's waterways
- Innovative approaches to public transport
- Integrated transport planning

a diverse and prosperous economy



what was said

We want meaningful work and education opportunities, for all ages. We want there to be opportunities for older people to share their skills and experience

We want there to be local businesses meeting our needs for goods and services. We want there to be ways we can support local business and for them to be profitable

We think we need a range of business activities, not just retail or services catering to tourists. We want good service and business practices and attitudes that reflect contemporary values about our responsibilities to communities and environment.

what this means for us

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.

the outcomes we are aiming for include

- Continuous improvement in the condition of our economic environment
- Effective engagement with our neighbouring areas and within our region
- Effective and responsible power generation and use
- Effective water collection, use and re-use
- Efficient and effective integrated transport
- Efficient production systems that minimise and re-use waste
- Employment opportunities for all
- High level of social capital
- Infrastructure and facilities that meet individual and community needs
- Integrated land uses
- Maintain and improve our land-based productivity
- Preserve the potential for agricultural land and important extractive resources
- Recognition and valuing of our natural, cultural and built heritage
- Robust structure in the local economy
- Socially and environmentally responsible business

what some of the benefits might be

- More options for employment
- Better quality of life
- More local business and opportunities for showcasing local products
- Confidence in local business and their products and services

what this means for ballina shire

Our economy is very different now to what it has been in the past. In the past, agriculture and timber were very important contributors to both our Gross Regional Product and employment. Now, the retail sector accounts for over 85% of both Gross Regional Product and employment.

We are typical now of the so-called seachange economy. We need to create a more diverse economy and our collective levels of education and training and the average age of the population are critical economic issues. For us, achieving this vision means dealing with some challenging issues, including the structure of the economy, the distribution of wealth (see boxes), and our level of education.

Structure of the local economy

Status

- Service sector provides 85% employment and Gross Regional Product (GRP)
- The Shire is a net importer
- The median weekly income per person is \$397 compared to an Australian average of \$466

Trends

- Increasing imports
- Continuing decline of traditional economic sectors

Risks

- A limited economic structure increases exposure to internal and external shocks

Opportunities

- Economic diversification and utilisation of technology
- Aim to become a net exporter by using the natural and human assets within the Shire

Wealth

Status

- 13% of people in the Shire are living in poverty
- 28% of the population are on income support, nearly half of these receive the aged pension
- Unemployed 7.3%
- 17,485 aged 15 years and over were in the labour force

Trends

- Ageing population: people with low incomes but who might be asset-rich
- Increasing number of people dependent on those who are working

Risks

- Sensitivity to external factors such as changes in interest rates. Lack of wealth will also limit Council's capacity to raise funds for local infrastructure and services

Opportunities

- Increase the proportion of the population participating in the workforce by building a range of economic opportunities
- Increasing availability of part-time work to encourage aged persons to continue to participate in the workforce
- Utilize the experience and knowledge coming to the region through residents moving here as they retire

a healthy natural environment



what was said

We think our natural environment is one of the most important and valuable features of the Shire.

We want to be able to access and enjoy our natural environment in ways that do not damage it.

We think we can protect our natural environment and by doing so develop tourism and other business.

what this means for us

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. Some of the natural habitat areas are in good condition whilst all are under pressure and it is likely that these pressures will continue.

In our urban areas we also want to have healthy natural places. This will influence where and how we build our houses and place our industry, how we manage and use water, what sorts of plants we put in our gardens, and much more. We want our communities to focus on their natural assets, like the Richmond River, rather than turning their back on them.

This vision is about recognising 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.

the outcomes we are aiming for include

- Buildings, infrastructure and public spaces that complement our natural environment
- Clean beaches and foreshores
- Continuous improvement in the condition of our natural environment
- Effective engagement with our neighbouring areas and within our region
- Excellent water quality in the Richmond River, its tributaries and coastal lakes
- High level of social capital
- Holistic understanding of approaches to health
- Individual and collective action to mitigate risks posed by a changing climate
- Integrated land uses
- Maintain and improve our land-based productivity
- Maintain our diverse and attractive landscapes
- Recognition and valuing of our natural, cultural and built heritage
- Socially and environmentally responsible business

what some of the benefits might be

- Cleaner water in the Richmond River, our creeks, and the ocean
- Increased visual amenity
- Protection of native plants and animals and their habitats
- Safer swimming, boating and fishing
- Sustainable and thriving natural ecosystems

what this means for ballina shire

We are proud of our beautiful and diverse landscape but we do not know a lot about the plants and animals we share it with. We need to know more about our natural habitat areas. Our waterways, from the small creeks on the plateau to North Creek and the Richmond River, are especially important to the local ecology and our enjoyment of it. This is true too of the plants, animals and habitats of the escarpment from the Blackwall Range to Newrybar, which links the plateau to the coastal lowlands and the ocean.

We are fortunate in having access to rivers and creeks, the ocean, forests and heathlands. Managing this access so that we can continue to enjoy our natural environment without damaging it is important to us.

For us, achieving this vision means dealing with some challenging issues, including our natural vegetation (see box), development pressures and the potential impacts of climate change.

natural habitat areas

Status

- Most ecosystem types are fragmented
- 1,118ha are protected as National Park or Nature Reserve
- Significant threatening processes affecting most remnant natural habitat areas
- Mapping of plants and animals as well as of natural habitat areas incomplete
- Nearly 1,000ha of privately owned land is currently registered under the Land for Wildlife program. Currently two know properties covered by a Voluntary Conservation Agreement

Trends

- Declining quality overall
- Increasing pressures. The key pressures that are likely to continue and increase include urban development, weed incursion, and alteration of natural water flows
- Increasing number of plants, animals and habitat communities being listed as threatened or endangered

Risks

- Loss of ecosystem functioning will have an economic impact. Currently the value of the services that ecosystems provide such as filtering and slowing storm water, preventing erosion and capturing carbon are not factored into our economic accounting systems. The replacement of these services will be costly
- The loss of natural areas would also diminish our sense of place and have negative impacts on tourism. It is also inconsistent with sustainability and the concern for the needs of future generations.

Opportunities

- Allowing bio-banking to offset or improve the outcomes from development
- Mapping and protecting habitat for future generations
- Development of sustainable uses of natural areas, including a tourism and business profile built on environmental responsibility
- Incorporating natural ecosystems into urban design
- Maintain and reclaim natural corridors
- Educate the wider community on the importance and benefits of a healthy natural environment

a diverse and balanced use of our land



what was said

We want to keep our sense of what our place is like: a mixture of urban and rural, distinctive views, and a sense of open space.

We like our villages, each with their own character and attributes. People need to have a greater understanding about what living in a rural areas means, especially if they are close to farms or bushland.

We think we could do more with our urban areas, with more interesting opportunities for living, working, socialising and playing without having to travel too far.

what this means for us

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.

In 2025, we want to be able to see and experience those places important to others, be they Aboriginal, European or other heritage, natural or industrial environments, or culturally and spiritually significant. We also want to explore our aspirations for the future in new and creative ways.

the outcomes we are aiming for include

- Buildings, infrastructure and public spaces that complement our natural environment
- Continuous improvement in the condition of our natural environment
- Efficient and effective integrated transport
- Efficient production systems that minimise and re-use waste
- Excellent water quality in the Richmond River, its tributaries and coastal lakes
- High level of social capital
- Individual and collective action to mitigate risks posed by a changing climate
- Infrastructure and facilities that meet individual and community needs
- Integrated land uses
- Maintain and improve our land-based productivity
- Maintain our diverse and attractive landscapes
- Preserve the potential for agricultural land and important extractive resources
- Recognition and valuing of our natural, cultural and built heritage
- Respect for the needs of different land users and land uses

what some of the benefits might be

- Distinct villages, each with different things to offer
- Visual amenity, with iconic views and landscapes with distinct character, both urban and rural
- Opportunities for walking and cycling and for enjoying natural habitat areas
- Long term protection of cultural values associated with landscape and land use

what this means for ballina shire

We have a diverse landscape, encompassing the ocean and beaches, the coastal lowlands, the escarpment, and the plateau. We have several urban areas, with Ballina becoming a regional centre.

Agriculture is a major land use and also contributes to a sense of openness in our landscape.

Areas of natural habitat are important elements of our landscape, with the Richmond River, Lennox Head, the Plateau, the Coolgardie Scrub, the Ballina Nature Reserve, Lake Ainsworth, the heathlands and Victoria Park amongst the many areas that contribute to the diversity of our place.

Resource availability and carrying capacity of our land are important constraints to current and potential land uses. We need to avoid irreversible land use decisions that could sterilise land-based resources in areas where these capacities are not known. For us, achieving this vision means dealing with some challenging issues.

Some Facts and Figures are shown below.

Population

- A population of approximately 38,500 in 2006
- The population by 2025 is expected to be 52,000 – 55,000
- 80% of the population lives in an urban area and almost 60% live within 5 kilometres of the coast

Land

- An area of approximately 480 square kilometres (47,311 ha)
- Approximately 60% of the Shire is less than 20m above sea level. Only 20% of the Shire is above 100m elevation
- The Cumbalum Ridge area is where most of the “greenfield” development will occur. It has the capacity for approximately 4000 dwellings located in two village areas

Economic

- Most of our businesses are “small business” with less than 50 employees
- The service sector (eg restaurants, accommodation) provides 86% of employment and Gross Regional Product
- House prices rose 107% in the period 2001 to 2006

Employment

- Of those who live in the Shire 33% work outside the Shire
- A majority travel to work by car (85.5%)

Education

- 1 in 4 residents are attending a formal education institution

Resources

- Demand for water is approximately 23ML per day or 586 litres per person per day (including non-household use)
- Household use of water per year is approximately 104 kilolitres

Risks

- Poorly managed growth resulting in loss of amenity and a degrading of the natural environment
- Changing population looking to change current land uses (both urban and rural)
- City expectations in a regional location

Opportunities

- New communities being fully planned and integrated with the environment and the broader community
- Opportunities for improved community infrastructure that is affordable and sustainable with increased populations
- More efficient land use through integrated and modern planning practices

people attaining health and wellbeing



what was said

We think healthy people and healthy communities go hand-in-hand.

We know that “health” includes physical, mental, emotional, and spiritual aspects.

We need access to health services, including Ballina Hospital.

We think being active and engaged contributes to a longer, healthier life.

what this means for us

In 2025 we want people to have opportunities to be healthy. 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.

We recognise that health and wellbeing are highly personal states and mean different things for different people. We also recognise that not everyone will want to take advantage of opportunities to improve their health and wellbeing.

the outcomes we are aiming for include

- A feeling of safety, regardless of where in the Shire
- Continuous improvement in the condition of our natural environment
- Efficient and effective integrated transport
- Employment opportunities for all
- High level of social capital
- Holistic understanding of and approaches to health
- Infrastructure and facilities that meet individual and community needs
- Recognition and valuing of our natural, cultural and built heritage
- We have a justifiable trust in our organisations, businesses and government
- Widespread participation in lifelong learning

what some of the benefits might be

- Healthier, happier people
- Better understanding of the links between physical, mental, emotional, and spiritual health
- Wider networks of support for people needing it
- More opportunities for social interaction
- Greater diversity of skills and culture through mixing age groups and cultures

what this means for ballina shire

We are facing a range of health challenges over the next 20 years. Our ageing population is contributing to some of these.

We have relatively high rates of some infectious diseases and mental illness. We have fewer health care workers (including doctors, dentists, physiotherapists, counsellors, and so on) for our population than other areas do.

We do have a natural environment that is suitable for doing things that contribute to health and wellbeing. We have access to beaches, rivers and lakes, parks and walkways. We have sporting facilities, many different sporting clubs and a range of cultural activities such as galleries. Our sub-tropical climate also means that we can do things outdoors for most of the year.

For us, achieving this vision means dealing with some challenging issues, including our levels of education, the structure of our households (see boxes), our ageing population and our health status.

households

Status

- 26% of the population in Ballina Shire live alone. This is higher than Australia (23%)
- Housing mainly designed for families

Trends

- Lone person households - 30% by 2025

Risks

- Living alone, in some cases, may not be ideal for either individuals or communities. Increasing social isolation often raises concerns about mental and physical health

Opportunities

- Innovative housing styles and adaptive re-use of existing buildings
- Neighbourhood level community care and community activities involving all ages

education

Status

- Less than average educational attainment
- Schools recognised for high achievement
- Limited availability of after-school education and training options

Trends

- Increasing cost of education and training
- Increasing need for qualifications to secure good jobs
- Increasing numbers of temporary and part-time jobs and workers

Risks

- Quality economic development needs an educated workforce. Ongoing education is also linked to higher quality of life
- Loss of health services due to increased centralisation and rationalisation by State and Federal Governments

Opportunities

- Build relationships between primary, secondary, and tertiary education providers to support local training and employment
- Mentoring and cooperative approaches to providing apprenticeships
- Building relationships between different age groups to foster understanding and lifelong learning
- Higher demand provides justification for a wide range of hospital services along with ancillary facilities such as heated / physiotherapy pools

resilient and adaptable communities



what was said

We think healthy communities and healthy individuals go hand-in-hand

We want there to be communities and neighbourhoods that people are attached to, involved in, and proud of

We want to be able to adapt to change, to make the most of opportunities that come our way as well as meeting challenges. We want to be creative and to have a say in how we go about responding to our changing circumstances – we don't want to just take whatever happens

what this means for us

We want to see ourselves as a community of communities: people linked to others through place, work, and interests.

We want in 2025 to be able to say that we are resilient and adaptable: we change along with broader social changes, we keep what is good and healthy about our communities and change what is not, we learn about ourselves, and we are involved in making the decisions that affect our lives.

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 in.

the outcomes we are aiming for include

- A feeling of safety, regardless of where in the Shire
- Continuous improvement in the condition of our natural environment
- Effective engagement with our neighbouring areas and within the region
- Efficient and effective integrated transport
- High level of social capital
- Holistic understanding of approaches to health
- Individual and collective action to mitigate risks posed by a changing climate
- Infrastructure and facilities that meet individual and community needs
- Recognition and valuing of our natural, cultural and built heritage
- Respect for the needs of different land users and land uses
- Socially and environmentally responsible business
- Viable local business
- We have a justifiable trust in our organisations, businesses and government
- Widespread participation in lifelong learning

what some of the benefits might be

- Making a difference locally, contributing to and participating in communities
- Enjoying local areas without destroying them
- Sense of community
- Building reconciliation
- Confidence that we can adapt to change in positive ways

what this means for ballina shire

We now have a population of approximately 40,000 people. By 2025 we are likely to have a population in excess of 50,000. The population increase, both past and expected, will occur more in some areas than others. The expectations of the newer arrivals, many from the city, can be very different from long-term residents. The distribution of wealth is uneven across the Shire, but in general we don't have high-income levels. That said, we tend to say that we are reasonably happy.

Supporting a larger population will involve challenges. A healthy population needs a healthy natural environment and population growth may be constrained by resource availability and the need to protect natural and cultural assets. For us, achieving this vision means dealing with some challenging issues, including population growth, health and education.

population growth

Status

- Steady rate of growth which is relatively high

Trends

- Continuing relatively high rate of growth
- Perception of lifestyle benefit associated with Seachange migration
- Increasing development pressure for housing, infrastructure and services

Risks

- Potential loss of social and natural amenity through pressures to develop "greenfield" sites and agricultural land, along with pressures on community infrastructure. There may also be interruption to supply of energy and water as demand increases

Opportunities

- Develop housing and infrastructure to build communities
- Get the most value out of land release areas
- Consolidate and support village lifestyles

health

Status

- Relatively high rate of infectious disease
- Rising age-related health care demands
- North Coast has 66.2 general practitioners per 100,000 people compared to 87.3 for NSW

Trends

- Age-related health issues and acute care needs increasing
- Mental health issues increasing
- Ageing health workforce

Risks

- Inadequate and/or inappropriate healthcare will contribute to a decline

Opportunities

- Investment in health education and promotion and active lifestyles
- Expanded physical facilities

responsible and efficient use of resources



what was said

You want the productive land in the Shire to be protected, both for what can be produced now and for future production opportunities

You want access to resources and for the resources we have available to us to be used as effectively and efficiently as possible

You want everyone to have ways in which they can contribute to more efficient use of resources and you want to see government and business leading by example.

what this means for us

We recognise that many things contributing to the high quality of life we enjoy are sourced from outside the Shire: our electricity, most of our water, our fuel, a lot of our food and consumer goods. We recognise that we are part of both local community and the global community and have responsibilities to the people of the future.

Our vision is that we achieve greater efficiencies in our use of resources 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.

the outcomes we are aiming for include

- A feeling of safety, regardless of where in the Shire
- Buildings, infrastructure and public spaces that complement our natural environment
- Continuous improvement in the condition of our natural environment
- Effective engagement with our neighbouring areas and within the region
- Effective and responsible power generation and use
- Effective water collection, use and re-use
- Efficient and effective integrated transport
- Efficient production systems that minimise and re-use waste
- Excellent water quality in the Richmond River, its tributaries and coastal lakes
- Individual and collective action to mitigate risks posed by a changing climate
- Integrated land uses
- Preserve the potential for agricultural land and important extractive resources
- Socially and environmentally responsible business

what some of the benefits might be

- Cost savings over medium to long term
- Improved corporate and community responsibility
- Development of new industries and industry sectors
- Diversification of transport options to allow for more effective use of fuel resources
- Cleaner business and manufacturing sectors

what this means for ballina shire

We are fortunate to have direct access to important resources within our Shire: significant farmland, good soils, surface and groundwater, and extractive resources, like sand and rock. However, unless we plan carefully and protect the long-term viability of these resources we are likely to experience local shortages and higher costs, especially for extractive resources.

As we are located in a coastal sub-tropical area, with good rainfall, lots of sunshine and access to the ocean, we are able to explore ways of taking greater responsibility for our water and power generation.

climate change

Status

- High per person emissions of greenhouse gasses
- 50% of the Shire under 10m above sea level
- Coastal shire identified as being at risk from sea level change by both Federal and State Governments
- NSW Sea Level Rise Policy providing State wide directions

Trends

- Increasing uncertainty about the affects of climate change on economy, costs of living, and lifestyle
- Increasing economic impact and increase in cost of development
- Ageing population
- Increased scrutiny of developments that may be impacted by climate change

Risks

- Impacts remain uncertain and may be worse than or not as bad as predicted.
- Loss of significant economic investment if Ballina Island and surrounds is deemed at risk from climate change
- Significant decrease in value of existing economic assets impacting on the entire Shire economy if development is restricted or prohibited

Opportunities

- New business opportunities in terms of both goods and services as the value of resources changes
- Provide leadership and be pro-active in preparing and responding to any changes that may or do occur
- Innovative opportunities based on world wide research

population growth

Status

- Steady rate of growth which is relatively high

Trends

- Continuing relatively high rate of growth
- Perception of lifestyle benefit associated with Seachange migration
- Increasing development pressure for housing, infrastructure and services
- Continued pressure to house people in the coastal corridor

Risks

- Continued loss of social and natural amenity through pressure to develop “greenfield” and agricultural land and pressure on community infrastructure.

Opportunities

- Develop housing and infrastructure to build communities
- Get the most value out of land release areas
- Consolidate and support village lifestyles
- Driver for economic development and employment

transparent and accountable governance



what was said

We want to feel that our interests and our aspirations are represented

We want to participate in decision-making

Being involved is important. Our organisations need a wide range of people to get involved in them

We want to know what decisions have to be made and we want to understand what might happen

what this means for us

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.

the outcomes we are aiming for include

- Continuous improvement in the condition of our natural environment
- Effective engagement with our neighbouring areas and within the region
- Excellent water quality in the Richmond River, its tributaries and coastal lakes
- High level of social capital
- Individual and collective action to mitigate risks posed by a changing climate
- Socially and environmentally responsible business
- Viable local business
- A justifiable trust in our organisations, businesses and government

what some of the benefits might be

- Higher levels of trust and confidence and improved transparency in our organisations and government
- Understanding of priorities for investment and resources
- Better coordination across and within sectors (Commonwealth, State and local governments and community)
- Simplification of the regulatory framework across all levels of government
- Active local democracies
- Participatory community
- Better engagement with other communities, councils, and other organisations

what this means for ballina shire

Ballina Shire is our local government area and we sit within the Ballina and Clarence State Electoral Districts, and the Richmond and Page Commonwealth Electoral Districts.

We have a wide range of community service, sporting and other community organisations. These provide a significant community benefit and most rely on volunteers. There are high expectations for the standards and accountability of these organisations.

For us, achieving this vision means dealing with some challenging issues, including our differences in what we think is important, the generalised lack of trust in government, the importance of volunteering and the lack of investment in developing the skills of volunteers. We also need to work on how we engage with the other communities, councils, and organisations within our region.

Governance

Status

- Three wards, with three councilors elected from each ward, plus a popularly elected Mayor

Trends

- Loss of community input into decision making through the centralisation of power through the State Government
- State Government Sydney centric and lacking funding
- Funding to Local Government coming straight from the Federal Government and by-passing the State Government
- Changing expectations within the community as the population grows
- Increased scrutiny of decision making
- Continual devolvement of powers from State Government to Local Government without satisfactory compensation in respect to resources
- Government Departments beginning to relocate from other regional areas to the Shire
- Reduction in formal volunteers

Risks

- Loss of adequate representation through reduction of decision making powers
- Increased difficulty in attracting capable elected representatives due to increased complexities and public scrutiny
- Amalgamation of Local Government and centralization of State Government agencies

Opportunities

- Operate collectively to provide maximum benefit for the community
- Ensure all levels of Government are engaged and responsive to their community
- Lobby the State and Federal Governments for increased services and resources in response to the Shire being a location that is attracting retirees and aged persons
- Improve community strategies through increase use of technology
- Mobilise volunteers through high level of retirees
- Mentoring programs by using the experience and expertise within the Shire

our desired outcomes



In preparing the CSP we have asked ourselves the question “If these are our objectives then what are we aiming for?” From this, 26 outcomes have now been identified.

Those outcomes are:

1. A feeling of safety, regardless of where in the Shire
2. Buildings, infrastructure and public spaces that complement our natural environment
3. Clean beaches and foreshores
4. Effective engagement with our neighbouring areas and within the region
5. Continuous improvement in the condition of our natural environment
6. Effective and responsible power generation and use
7. Effective water collection, use and re-use
8. Efficient and effective integrated transport
9. Efficient production systems that minimise and re-use waste
10. Employment opportunities for all
11. Excellent water quality in the Richmond River, its tributaries and coastal lakes
12. Preserve the potential for agricultural land and important extractive resources
13. Maintain our diverse and attractive landscapes
14. Integrated land uses
15. High level of social capital
16. Holistic understanding of approaches to health
17. Individual and collective action to mitigate risks posed by a changing climate
18. Infrastructure and facilities that meet individual and community needs
19. Maintain and improve our land-based productivity
20. Recognition and valuing of our natural, cultural and built heritage
21. Respect for the needs of different land users and land uses
22. Robust structure in the local economy
23. Socially and environmentally responsible business
24. Viable local business
25. We have a justifiable trust in our organisations, businesses and government
26. Widespread participation in lifelong learning

The next section of the CSP identifies our agreed actions, links them to our desired outcomes and objectives and defines areas of responsibility that will help us work together to achieve our vision for the Shire.

our actions to achieve our desired outcomes

1 A feeling of safety, regardless of where in the shire

Actions	Objective	Who Might be Involved *
1.1 Promote the design of buildings and public spaces for the safety of users	A built environment contributing to health and being	Ballina Shire Council DoP, Police, DADHC, NCAHS, ABCB, PIA, RAIA
1.2 Incorporate accessibility and mobility in building, public spaces and infrastructure	People attaining health and well being	Ballina Shire Council HOUS, DADHC, DoP
1.3 Create opportunities for informal social interactions for all age groups	Resilient and adaptable communities	Ballina Shire Council TAFENSW Community Community organisations DoP LPMA, DASR Private sector - general PIA Arts NSW Arts NR PIA RAIA BDANSW Jali
1.4 Encourage multiple use of public spaces		
1.5 Make public spaces attractive and user-friendly		
1.6 Increase energy efficient lighting to enable access and use of our public spaces	Responsible and efficient use of resources	Ballina Shire Council DII (DME) Energy Service Providers

* Appendix four provides the full names for each of the organisations listed

2 Buildings, infrastructure and public spaces that complement our natural environment

Actions	Objective	Who Might be Involved
2.1 Promote built spaces and infrastructure that minimise intrusion on natural areas such as beaches and at the same time protect our heritage	A built environment contributing to health and being	Ballina Shire Council DoP NR DECCW LPMA I&I NSW Private sector - general RAIA NSWHO BDANSW
2.2 Encourage adaptive reuse of existing buildings		
2.3 Develop tourism options that preserve our social and environmental assets	A diverse and prosperous community	Ballina Shire Council DASR TNSW DECCW I&I NSW LPMA Private sector - general Industry CoCs
2.4 Utilise locally endemic species for landscaping	A healthy natural environment	Ballina Shire Council Private sector - general Landholders
2.5 Develop planning guidelines and instruments to direct good environmental design	Diverse and balanced use of our land	Ballina Shire Council DoP I&I NSW PIA
2.6 Restrict or minimise where possible the development of environmentally inappropriate buildings and infrastructure	Resilient and adaptable communities	Ballina Shire Council DoP I&I NSW DECCW NSWGO HOUS AGO RAIA DII (DME)
2.7 Raise awareness about climate-friendly design options through the development and promotion of local guidelines		
2.8 Promote designs minimising resource consumption in construction, use, maintenance or demolition	Responsible and efficient use of our resources	Ballina Shire Council DoP DECCW STD AUST

3 clean beaches and foreshores

Actions	Objective	Who Might be Involved
3.1 Develop understanding of primary pollution sources and threats and prevent or limit these sources where possible through improved engineering and public education	A built environment contributing to health and wellbeing	Ballina Shire Council RRCC RW Other LGAs DECCW, I&I NSW
3.2 Improve foreshore and riparian vegetation 3.3 Prevent marine and foreshore pollution 3.4 Remediate foreshore and riparian vegetation	A healthy natural environment	Ballina Shire Council I&I NSW DECCW LPMA NRCMA Landholders Landcare/Coastcare/ Dunecare MPA, Maritime Authority Private sector - general Landholders (foreshores) Recreational Fishing Associations
3.5 Ongoing education about catchments and storm water	Resilient and adaptable communities	Ballina Shire Council RRCC RW DECCW I&I NSW
3.6 Increase individual responsibility for appropriate disposal of used resources	Responsible and efficient use of resources	Ballina Shire Council Private sector - general Community

4 effective engagement with our neighbouring areas and within the region

Actions	Objective	Who Might be Involved
4.1 Promote a regional approach to economic initiatives and development	A diverse and prosperous economy	Ballina Shire Council Other LGAs DSARD, TNSW, NRRDA Private sector – generally Industry CoCs NRRDB, Industry associations
4.2 Contribute to regional approaches to addressing natural environmental issues	A healthy natural environment	Ballina Shire Council Other LGAs DECCW, DEWHA NRCMA Landholders Landcare organisations NRRDB, LPMA
4.3 Encourage consideration of regional implications of land use decisions	Diverse and balanced use of our land	Ballina Shire Council Other LGAs I&I NSW, DoP NRCMA Community Landholders NRRDB DECCW
4.4 Encourage regional links between communities	Resilient and adaptable communities	Ballina Shire Council Other LGAs, DSAR DoP, DSARD DTIR, LPMA Community NRRDB, NRSDC
4.5 Promote cooperation for the fair and responsible demand for and use of resources	Responsible and efficient use of resources	Ballina Shire Council RW, LPMA Other LGAs I&I NSW, DECCW, NSWGO DEWHA, AGO ESP Private sector - generally Community NEWF
4.6 Develop regional approaches to best practice governance and accountability	Transparent and accountable governance	Ballina Shire Council Other LGAs DLG, LPMA OFT NRRDB

5 continuous improvement in the condition of our natural environment

Actions	Objective	Who Might be Involved
<p>5.1 Promote principles for infrastructure and urban development that minimise impact on natural habitat areas</p> <p>5.2 Promote a commitment to native species from nurseries and gardening-related media</p>	A built environment contributing to health and wellbeing	<p>Ballina Shire Council DoP DECCW I&I NSW, LPMA Private sector - general TAFENSW Media</p>
<p>5.3 Improve the ways in which we take into account the value of ecosystem services</p> <p>5.4 Explore innovative incentives to support private landholders' efforts to retain and enhance remnants and corridors</p> <p>5.5 Foster industries that help to maintain and propagate native remnant species and repopulate endangered ones, subject to appropriate approvals being obtained</p>	A diverse and prosperous economy	<p>DECCW Universities Ballina Shire Council DoP, LPMA I&I NSW NRCMA DSARD Community CoCs Landholders</p>
<p>5.6 Maintain, protect and manage natural habitat areas</p> <p>5.7 Develop and resource management plans for species and for areas</p> <p>5.8 Identify natural habitat areas and their primary threatening processes and agents</p> <p>5.9 Encourage landowners to retain and enhance connecting natural habitat areas</p>	A healthy natural environment	<p>Ballina Shire Council DECCW LPMA I&I NSW NRCMA Landholders Landcare organisations NRCMA DoP FNCW</p>
<p>5.10 Develop strong planning and regulatory mechanisms to protect areas designated as high or medium conservation value</p> <p>5.11 Improve connections between areas of natural habitat on both public and private land</p>	Diverse and balanced use of our land	<p>Ballina Shire Council DoP DECCW I&I NSW LPMA Landholders Landcare organisations</p>
<p>5.12 Involve people of all ages in their local environments</p>	People attaining health and wellbeing	<p>Ballina Shire Council DECCW Jali Community organisations</p>
<p>5.13 Develop environmental programs and activities appropriate for all sectors of the community</p> <p>5.14 Promote the acknowledgement and reward of good practices</p> <p>5.15 Increase our understanding of our natural habitat areas with improved mapping as a high priority</p>	Resilient and adaptable communities	<p>Ballina Shire Council RRCC DECCW I&I NSW NRCMA Private sector - general NEWF Professional associations CoCs DET (Schools) DAA, LPMA Community organisations Universities Community - Schools</p>
<p>5.16 Improve the ways in which we take into account the value of ecosystem services</p> <p>5.17 Replant with appropriate vegetation on private land</p>	Responsible and efficient use of resources	<p>DECCW Universities Ballina Shire Council RW I&I NSW DECCW Landholders Landcare organisations</p>
<p>5.18 Develop policy guidelines and regulatory conditions supporting businesses and industries that do not degrade the natural environment</p>	Transparent and accountable governance	<p>Ballina Shire Council DECCW DoP DSARD Industry organisations Professional associations</p>

6 effective and responsible power generation and use

Actions	Objective	Who Might be Involved
6.1 Promote design principles for energy efficiency 6.2 Thoroughly investigate local power generation options to ensure their viability and sustainability	A built environment contributing to health and wellbeing	Ballina Shire Council DII (DME) NSWGO DoP ABCB, RAIA, PIA Energy Service Providers Private sector - general Universities
6.3 Explore pricing policies that support Decentralisation	A diverse and prosperous economy	DSARD DII (DME)
6.4 Encourage Decentralisation multi-source power generation 6.5 Support exploration of more efficient and new fuels	Responsible and efficient use of resources	Ballina Shire Council DII (DME), NSWGO Energy Service Providers Private sector - general Universities DSARD, CSIRO Private sector - general Industry

7 effective water collection, use and re-use

Actions	Objective	Who Might be Involved
7.1 Encourage building design that incorporates water collection (eg rainwater tanks) and re-use	A built environment contributing to health and wellbeing	Ballina Shire Council RW DoP, DHEALTH, DECCW Private sector - general PIA, RAIA SIA, Universities
7.2 Promote water re-use 7.3 Improve information about water and power options	Responsible and efficient use of resources	RW DECCW (NOW) , DHEALTH DII (DME), I&I NSW Industry Ballina Shire Council Rous Water Energy Service Providers

8 Efficient and effective integrated transport

Actions	Objective	Who Might be Involved
8.1 Development multiple options for getting around within and between built areas	A built environment contributing to health and wellbeing	Ballina Shire Council RTA MTRANS DoP Community organisations
8.2 Promote innovation in transport 8.3 Investigate local options for public transport	A diverse and prosperous economy	MTRANS Private sector - general PIA Universities Ballina Shire Council MTRANS, RTA Private sector - general Community organisations
8.4 Integrate diverse and integrated transport options into planning	Diverse and balanced use of our land	Ballina Shire Council RTA DoP
8.5 Promote walking and cycling as transport options by linking villages, towns and iconic locations	People attaining health and wellbeing	Ballina Shire Council DoP DHEALTH, LPMA Private sector - general PIA, Community organisations
8.6 Develop incentives for improving availability and use of public transport	Resilient and adaptable communities	MTRANS Private sector - general Community organisations
8.7 Encourage less reliance on individual car use	Responsible and efficient use of resources	Ballina Shire Council MTRANS DoP DECCW

9 efficient production systems that minimise and re-use waste

Actions	Objective	Who Might be Involved
<p>9.1 Promote re-use and recycling of so-called waste products</p> <p>9.2 Develop purchasing policies and partnerships</p>	A diverse and prosperous economy	<p>Ballina Shire Council DoP, I&I NSW DECCW, STD AUST Industry, Private sector - general RAIA, IEAUST MBA, Ballina Shire Council DECCW</p>
9.3 Locate land uses to maximise transport and resource efficiency	Diverse and balanced use of our land	<p>Ballina Shire Council DoP RTA, I&I NSW</p>
9.4 Increase each individuals' opportunities for waste minimisation	Resilient and adaptable communities	<p>Ballina Shire Council DECCW TAFENSW Community, NEWF</p>
9.5 Minimise generation of non-recyclable waste and actively encourage the elimination of products such as plastic bags	Responsible and efficient use of resources	<p>Ballina Shire Council DECCW DET Industry Community Industry associations NEWF, DHEALTH, STDS AUST</p>
9.6 Develop incentives and regulatory avenues for the use of recycled waste		

10 employment opportunities for all

Actions	Objective	Who Might be Involved
<p>10.1 Develop a multi-skilled workforce</p> <p>10.2 Encourage flexible workplace practices</p> <p>10.3 Encourage apprenticeships and traineeships</p>	A diverse and prosperous economy	<p>DET TAFENSW DET -Schools Industry Universities CoCs Ballina Shire Council OIR, DET, AIRC BCA, CoCs DSARD, NRRDA Industry associations CoCs</p>
<p>10.4 Promote vibrant, accessible and functional commercial, industrial and agricultural areas</p> <p>10.5 Establish planning guidelines and instruments that support diverse employment options</p>	Diverse and balanced use of our land	<p>Ballina Shire Council DoP I&I NSW NRRDA CoCs</p>
<p>10.6 Support participation in lifelong learning</p> <p>10.7 Encourage engagement around issues of youth employment</p>	People attaining health and wellbeing	<p>Ballina Shire Council ACE DET, DET (Schools) TAFENSW DAA, DADHC, DEEWR Universities Professional organisations Community organisations Industry organisations Community - Schools DAA, FAHSCIA, DEEWR Private sector - general Community BDCSA, Universities, CoCs</p>
<p>10.8 Promote volunteering and mentoring programs</p> <p>10.9 Provide opportunities for ongoing education and professional development</p>	Resilient and adaptable communities	<p>Ballina Shire Council VNSW DET, LPMA, BDCSA, DECCW Community organisations Professional organisations TAFENSW, I&I NSW Universities Professional associations CoCs</p>

11 excellent water quality in the richmond river, its tributaries and coastal lakes

Actions	Objective	Who Might be Involved
<p>11.1 Develop and enforce principles for infrastructure, rural landuse and urban development that minimises negative impacts on water quality</p> <p>11.2 Encourage urban design that increases infiltration rather than run-off</p>	A built environment contributing to health and wellbeing	<p>Ballina Shire Council RRCC DoP DECCW ABCB Private sector - general PIA RAIA PIA RAIA, LPMA</p>
11.3 Support efforts to adopt best practice in all forms of land use, improve riverbank vegetation, encourage the removal of stock access to rivers and creeks, and build awareness about the impacts of waste on water quality	A healthy natural environment	<p>Ballina Shire Council DoP DECCW I&I NSW AFFA Community organisations Agricultural associations Industry associations Landholders RRCC, LPMA, DECCW NRCMA, Landholders Landcare organisations RW, Agricultural associations RW, TAFENSW Private sector - general NEWF</p>
11.4 Promote management practices in all types of land use that lead to good water quality outcomes and utilise land use controls to locate appropriately land uses that might impact negatively on water quality	Diverse and balanced use of our land	<p>Ballina Shire Council RRCC RW, LPMA DECCW I&I NSW, TAFENSW NRCMA Private sector - general DoP</p>
11.5 Providing water for healthy ecosystem functioning, establishing environmental flow requirements for the Richmond River and its tributaries, and increase understanding and management of groundwater resources	Responsible and efficient use of resources	<p>Ballina Shire Council RW, LPMA I&I NSW, DECCW Industry Landholders RRCC, RW DECCW, I&I NSW NRCMA</p>
11.6 Establishing a coordinated approach to monitoring and works activities within the Richmond River catchment across all areas and levels of government	Transparent and accountable governance	<p>Ballina Shire Council RW, LPMA RRCC DECCW I&I NSW, NRCMA</p>

12 preserve the potential of agricultural land and important extractive resources

Actions	Objective	Who Might be Involved
<p>12.1 Develop incentives for best practice agricultural management</p> <p>12.2 Investigate farming and appropriate allied business opportunities</p>	A diverse and prosperous economy	<p>Ballina Shire Council I&I NSW, DECCW AFFA Agricultural associations DSARD, NRRDA CoCs, NRCMA</p>
<p>12.3 Utilise planning controls to encourage non-fragmentation of agricultural land</p> <p>12.4 Ensure buffers exist to enable agricultural and extractive activities</p>	Diverse and balanced use of our land	<p>Ballina Shire Council DoP I&I NSW Community DECCW Community</p>
12.5 Develop regulatory mechanisms for the use of substitute materials to prolong the life of extractive sites, and share resources where possible	Responsible and efficient use of resources	<p>Ballina Shire Council DECCW I&I NSW, STD AUST ABCB, MBA</p>

13 integrated land uses

Actions	Objective	Who Might be Involved
<p>13.1 Promote distinctive villages and towns by retaining and developing the unique characteristics of each locality</p> <p>13.2 Establish criteria for 'mixed use' in urban areas</p>	A built environment contributing to health and wellbeing	Ballina Shire Council DoP DSARD NRRDB Community organisations PIA
13.3 Build links between sectors to better coordinate land use efficiency	A diverse and prosperous economy	Ballina Shire Council DSARD NRRDA CoCs
13.4 Integrate natural ecosystems into urban areas	A healthy natural environment	Ballina Shire Council DECCW I&I NSW Landholders Community organisations
<p>13.5 Maintain or develop transition areas between urban settlement areas</p> <p>13.6 Define appropriate and compatible uses for different areas in the Shire</p> <p>13.7 Identify areas where land uses can be mixed and integrated</p> <p>13.8 Establish planning controls that enable integrated land use</p>	Diverse and balanced use of our land	Ballina Shire Council DoP I&I NSW Community Industry Community DECCW
<p>13.9 Identify the features of villages and towns that make them different from one another and that contribute to the sense of place associated with them</p> <p>13.10 Develop planning controls to reflect each locality's 'sense-of-place' characteristics</p>	Resilient and adaptable communities	Ballina Shire Council DoP DSARD NRRDB Community Community organisations DECCW
13.11 Locate land uses to maximise efficiency and effectiveness of resource use	Responsible and efficient use of resources	Ballina Shire Council DoP DECCW I&I NSW

14 maintain our diverse and attractive landscapes

Actions	Objective	Who Might be Involved
<p>14.1 Develop visual impact criteria for urban development in different areas of the Shire</p> <p>14.2 Minimise visual impact of urban development</p>	A built environment contributing to health and wellbeing	Ballina Shire Council DoP PIA Community RAIA PIA Private sector - general
14.3 Protect prominent areas of vegetation, waterways, and geological landforms	A healthy natural environment	Ballina Shire Council DoP DECCW LPMA NRCMA Community Community organisations
14.4 Protect visual distinctions between shoreline, coastal lowlands, escarpment, and the Plateau, maintain the visual integrity of our escarpments from the Blackwall Range to the Newrybar Ridge and identify significant and iconic views throughout the Shire. By protecting the visual integrity of these ecosystems, the environmental values are also protected and this could be achieved through a number of mechanisms including covenants, acquisitions and adequate development controls	Diverse and balanced use of our land	Ballina Shire Council DoP Community Industry Community Landholders NSWHO Community organisations DECCW (Great Eastern Ranges Initiative)

15 high level of social capital

Actions	Objective	Who Might be Involved
15.1 Create built environments and infrastructure that promote social interaction and an active community through facilities such as community galleries, theatres etc	A built environment contributing to health and wellbeing	Ballina Shire Council DoP, LPMA DHEALTH ABCB
15.2 Reduce disadvantage related to types of employment	A diverse and prosperous economy	DET, LPMA DADHC DAA Community organisations Ballina Shire Council DSARD NRRDA Professional associations CoCs
15.3 Encourage local investment into local community and business		
15.4 Ensure people have affordable or free access to low impact and passive recreation in natural areas	A healthy natural environment	Ballina Shire Council DECCW LPMA DASR Community organisations
15.5 Promote the "sense of place" for different localities through planning controls and other activities	Diverse and balanced use of our land	Ballina Shire Council DoP DSARD NRRDB
15.6 Improve the overall health status of individuals	People attaining health and wellbeing	DHEALTH DADHC DAA DHA AC-A Community Community organisations Ballina Shire Council All agencies Premier's DET DAA DoCS
15.7 Encourage participation in civic events and formal engagement processes		
15.8 Support participation in programs enabling people to use their time in meaningful ways, paid employment or unpaid, with a strong focus on volunteers		
15.9 Continuously monitor the impact of population growth		
15.10 Build sense of community and belonging	Resilient and adaptable communities	Ballina Shire Council DAA, Jali DoCS AC-A Community Community organisations, Media CRC DIMA DHEALTH DADHC DET HOUS DHA ABS Human service providers Community organisations Welfare organisations
15.11 Develop stronger acceptance of diversity		
15.12 Improve the quality of communication within communities and between the broader community and the media		
15.13 Ensure access to basic resources is maintained	Responsible and efficient use of resources	Ballina Shire Council DHEALTH HOUS DADHC DHA FAHSCIA
15.14 Develop people's capacities to participate in civic activities	Transparent and accountable governance	Ballina Shire Council All agencies NRRDA Community Community organisations Ballina Shire Council Premiers VNSW DASR DoCS CoCs
15.15 Improve people's understanding of responsibilities of different types of organisations and of the roles within them		

16 holistic understanding of approaches to health

Actions	Objective	Who Might be Involved
16.1 Employ design principles that support holistic health outcomes	A built environment contributing to health and wellbeing	Ballina Shire Council DoP DHEALTH ABCB Community Professional associations RAIA PIA Universities
16.2 Promote business practices that support healthy lifestyles	A diverse and prosperous economy	DSARD OIR NRRDA Professional associations CoCs
16.3 Develop understanding of contribution of healthy environment to healthy people 16.4 Provide environmentally sound access to the river, creeks, beaches, and natural areas for low impact recreation	A healthy natural environment	DHEALTH DECCW DEWHA, Jali Community organisations Ballina Shire Council DoP LPMA I&I NSW NRCMA Landcare organisations
16.5 Promote holistic and integrated understanding of health 16.6 Develop opportunities for artistic, cultural and spiritual expression 16.7 Develop initiatives to improve mental health 16.8 Promote volunteering 16.9 Facilitate access to health promoting programs, activities and facilities	People attaining health and wellbeing	Ballina Shire Council NCAHS DHA Community organisations BDCSA Universities DASR DAA, Jali AC-A Arts NR Community organisations DHEALTH VNSW Professional associations DET - Schools U3A Community Schools
16.10Community-based approaches to health support 16.11Facilitate access to health services, regardless of age, socio-economic circumstances or location 16.12Support Ballina Hospital as the focal point for all the Shire's acute health care needs	Resilient and adaptable communities	Ballina Shire Council DHEALTH DADHC DAA BDCSA Community organisations NCAHS DADHC DAA DHA Professional assoc - AMA Community organisations Community

17 individual and collective action to mitigate the risks posed by a changing climate

Actions	Objective	Who Might be Involved
17.1 Recognise and integrate climate change concepts into built environment and infrastructure design	A built environment contributing to health and wellbeing	Ballina Shire Council DoP, LPMA DECCW ABCB Private sector - general RAIA PIA
17.2 Improve emission reduction technologies and activities in public, business, and community sectors 17.3 Encourage research and innovation in energy sources, uses, and efficiency 17.4 Take advantage of support and incentive programs	A diverse and prosperous economy	Ballina Shire Council NSWGO DII (DME) I&I NSW AGO CSIRO Private sector - general Universities ICLEI NSWGO DSARD DECCW AGO Energy Service Providers Community organisations
17.5 Take a precautionary approach when planning for and managing natural areas	A healthy natural environment	Ballina Shire Council DECCW DEWHA, LPMA Private sector - general Community organisations
17.6 Recognise and integrate climate change concepts into land use policy and planning	Diverse and balanced use of our land	Ballina Shire Council Other LGAs DoP I&I NSW, DECCW DEWHA NRCMA
17.7 Increase understanding of factors contributing to global climate change 17.8 Participate in education and awareness raising opportunities 17.9 Encourage uptake of best practice in all sectors of the community	Resilient and adaptable communities	NSWGO DET (Schools) TAFENSW DECCW I&I NSW AGO Universities ICLEI Community Schools Professional associations Community organisations DET (Schools) DII (DME) I&I NSW, DEWHA NRCMA Energy Service Providers Community NEWF Ballina Shire Council RW, DSARD OFT, OIR, Industry
17.10 Reduce emissions of greenhouse gasses per person 17.11 Be innovative and creative in our exploration of alternative energy sources and fuels 17.12 Support involvement in national and international cooperative programs	Responsible and efficient use of resources	AGO DEWHA Private sector - general Community Ballina Shire Council Private sector - general Universities IEAUST, NSWGO Premier's AGO ICLEI DII (DME), DECCW
17.13 Address issues of inter-generational responsibility in organisational reporting	Transparent and accountable governance	NSWAO DEWHA

18 infrastructure and facilities that meet individual and community needs

Actions	Objective	Who Might be Involved
18.1 Develop diverse types of housing to meet community needs 18.2 Encourage adaptive reuse 18.3 Promote diversity and innovation in housing design	A built environment contributing to health and wellbeing	Ballina Shire Council HOUS, DoP Private sector - general RAIA Ballina Shire Council NSWHO DoP, HOUS Community organisations PIA
18.4 Attract and retain business, services, and facilities in neighbourhoods	A diverse and prosperous economy	Ballina Shire Council DoP Community CoCs
18.5 Encourage more passive movement within and between localities through walking tracks, cycleways and other methods that minimise environmental impacts	Diverse and balanced use of our land	Ballina Shire Council DoP, LPMA DASR Community
18.6 Develop an appropriate mix of services and facilities at local level 18.7 Promote equity of access in built environment design 18.8 Employ design principles that promote walking and cycling	People attaining health and wellbeing	Ballina Shire Council DoP, LPMA CoCs DADHC ABCB, RAIA PIA, BDANSW DHEALTH Private sector - general Community organisations
18.9 Build transport infrastructure that is equitable and meets needs 18.10 Develop diverse housing stock within localities to cater for different age groups and economic status	Resilient and adaptable communities	Ballina Shire Council Local Govt (NOROC) MTRANS RTA Private sector - general PIA NRRDB Other LGAs DoP, HOUS, DoCS Community organisations
18.11 Maximise the efficiency and effectiveness of the use of common resources within the region	Responsible and efficient use of resources	Ballina Shire Council Local Govt (NOROC) RW, Other LGAs I&I NSW, Maritime Authority NRCMA, DII (DME), DECCW Energy Service Providers Private Sector - general Community, LPMA

19 maintain and improve our land-based productivity

Actions	Objective	Who Might be Involved
19.1 Design built environment and infrastructure to minimise fragmentation of land areas and to ensure planning controls reflect this action	A built environment contributing to health and wellbeing	Ballina Shire Council DoP RTA DTIR Private sector - general Energy Service Providers
19.2 Promote production systems that enhance soil fertility and health	A healthy natural environment	I&I NSW DECCW, AFFA CSIRO, Industry, Universities Industry organizations, NRCMA
19.3 Maintain opportunity for agricultural activity in fertile areas	Diverse and balanced use of our land	Ballina Shire Council I&I NSW DoP, DECCW, NRCMA
19.4 Develop better understanding of our soils and groundwater resources 19.5 Develop incentives for best practice agricultural management 19.6 Research farming options that extend soil health	Responsible and efficient use of resources	I&I NSW CSIRO Universities Ballina Shire Council AFFA, NRCMA Agricultural associations TAFENSW, AFFA Private sector - general DECCW

20 recognition and valuing of our natural, cultural and built heritage

Actions	Objective	Who Might be Involved
20.1 Find ways to integrate heritage and contemporary aspirations in the design of built environments 20.2 Ensure the on-going identification and review of significant and iconic heritage items and places throughout the Shire	A built environment contributing to health and wellbeing	Ballina Shire Council DoP PIA RAIA Community organisations NSWHO, DECCW DEWHA, Community JALI
20.3 Promote enterprise that promotes respect for, understanding of and use of our heritage	A diverse and prosperous economy	Ballina Shire Council NSWHO Community organisations
20.4 Increase community knowledge of our local environments 20.5 Reward good environmental outcomes)	A healthy natural environment	Ballina Shire Council Other LGAs DECCW DET - Schools NRCMA Community organisations Community Schools Universities DSARD, I&I NSW, DEWHA Private sector - general Community, CoCs
20.6 Develop planning instruments to support heritage goals	Diverse and balanced use of our land	Ballina Shire Council DoP, Jali DECCW NSWHO
20.7 Foster and support diverse and inclusive opportunities for cultural expression	People attaining health and wellbeing	Ballina Shire Council DASR DAA, AC-A, Jali Arts NR, LPMA Community organizations
20.8 Encourage recognition and value of locality-specific heritage 20.9 Recognition of and respect for contemporary and historical Aboriginal heritage 20.10 Raise and promote understanding of heritage values throughout the Shire	Resilient and adaptable communities	Ballina Shire Council Other LGAs NSWHO DASR, LPMA TNSW DECCW Private sector - general RAIA Community organisations BDANSW, DAA DEWHA, JALI Community

21 respect for the needs of different land users and land uses

Actions	Objective	Who Might be Involved
21.1 Encourage building and site design that provides transition between urban uses	A built environment contributing to health and wellbeing	Ballina Shire Council DoP PIA RAIA
21.2 Develop transition areas between different land uses 21.3 Develop criteria for circumstances when buffer areas are desirable	Diverse and balanced use of our land	Ballina Shire Council DoP I&I NSW DECCW Private sector - general Community
21.4 Promote better understanding of the needs of different land users 21.5 Improve communication channels in areas where conflict might arise 21.6 Develop information about the needs and activities of various land uses and where they occur in the Shire 21.7 Find ways for conflict to be resolved at a neighbourhood level	Resilient and adaptable communities	Ballina Shire Council DoP I&I NSW DECCW Private sector - general Community organisations JALI, CRC RW NRCMA Police DSARD, DoCS Churches, BDCSA

22 robust structure in the local economy

Actions	Objective	Who Might be Involved
22.1 Establish business incubation programs and facilities	A built environment contributing to health and wellbeing	Ballina Shire Council DSARD, NRRDA Private sector - general NRRDB, Universities, CoCs
22.2 Encourage new business sectors to the Shire	A diverse and prosperous economy	Ballina Shire Council DSARD TAFENSW NRRDA NRRDB CoCs Industry associations CoCs Universities Private sector - general Community CoCs
22.3 Encourage entrepreneurship		
22.4 Promote diversity of and within sectors		
22.5 Explore incentives for individual and collaborative research and development		
22.6 Build capacity to value-add and engage in international markets		
22.7 Support small and medium enterprise		
22.8 Develop cross-sectoral links and support	Resilient and adaptable communities	Ballina Shire Council DSARD Industry associations CoCs NRRDA, NRRDB CoCs
22.9 Build links between different sectors and within sectors within the Shire, regionally and in other areas		

23 socially and environmentally responsible business

Actions	Objective	Who Might be Involved
23.1 Attract and retain industries that reduce or reverse damage to the natural environment	A diverse and prosperous economy	Ballina Shire Council CoCs DSARD DCOMM TAFENSW I&I NSW Industry associations CoCs TNSW I&I NSW DCOMM Financial services Community organizations
23.2 Encourage management systems that support continual improvement in business practice		
23.3 Develop a tourism industry built on social and environmental responsibility		
23.4 Promote succession planning		
23.5 Encourage new technology and clean and green businesses and practices	A healthy natural environment	Ballina Shire Council DECCW DII (DME), DSARD, I&I NSW Private sector - general ICLEI BCA
23.6 Monitor the impact of social change on business owners in all sectors	People attaining health and wellbeing	DSARD Private sector - general Industry associations CoCs
23.7 Raise awareness of the benefits of being socially and environmentally responsible	Resilient and adaptable communities	Ballina Shire Council DSARD, DECCW I&I NSW, DEWHA Industry associations CoCs Private sector - general
23.8 Explore ways to acknowledge and reward social and environmental responsibility		
23.9 Promote whole-of-life-cycle approach to manufacturing and business	Responsible and efficient use of resources	Ballina Shire Council DECCW DSARD Private sector - general CoCs Industry associations
23.10 Encourage life-cycle costing in both purchasing and manufacturing		
23.11 Promote reporting systems for social and environmental responsibility	Transparent and accountable governance	DECCW I&I NSW DEWHA

24 viable local business

Actions	Objective	Who Might be Involved
24.1 Build communication and information technology capacity and infrastructure	A built environment contributing to health and wellbeing	Ballina Shire Council DSARD, NRRDA, TELCOs, DII (DME), DECCW (NOW) Private sector - general Community organisations
24.2 Develop business management and IR skills	A diverse and prosperous economy	Ballina Shire Council DSARD OIR
24.3 Engage in business development programs		Private sector - general BCA
24.4 Identify key viability issues and map changes in these over time		Industry associations CoCs ABS NRRDA
24.5 Develop business development strategies		Industry NRRDB
24.6 Develop strong links between local business and communities	Resilient and adaptable communities	Ballina Shire Council DSARD
24.7 Utilise skills and experience within the community		Private sector - general Community organisations CoCs
24.8 Promote buying locally		Industry BDCSA Churches
24.9 Develop business mentoring schemes		Industry associations OFT
24.10 Build a culture of business ethics		Private sector - general Community BCA
24.11 Develop clear and meaningful reporting mechanisms to the community for Council	Transparent and accountable governance	Ballina Shire Council Community

25 we have a justifiable trust in our organisations, businesses and government

Actions	Objective	Who Might be Involved
25.1 Develop multiple mechanisms for individual participation in civic activity and decision making	People attaining health and wellbeing	Ballina Shire Council All agencies Community, LPMA Community organisations
25.2 Raise understanding of the roles and responsibilities of organisations, business, and government	Resilient and adaptable communities	OIR, OFT, Jali Premiers – CB, I&I NSW Private sector - general, CoCs
25.3 Maintain open, accountable, and meaningful reporting	Transparent and accountable governance	Ballina Shire Council, DASR OFT, NSWAO, Jali
25.4 Build capacity throughout the community for taking management roles in organisations		Private sector - general Community organisations VNSW, Premiers – CB Private sector - general Community organisations

26 widespread participation in lifelong learning

Actions	Objective	Who Might be Involved
26.1 Provide infrastructure to support learning	A built environment contributing to health and wellbeing	Ballina Shire Council ACE, DET, DET (Schools) TAFENSW, Universities Community - Schools Professional organisations Community organisations
26.2 Promote research and innovation	A diverse and prosperous economy	DCOMM, DET, DSARD, I&I NSW NRRDA, Private sector - general Universities, DASR
26.3 Promote positive social interactions at neighbourhood level	People attaining health and wellbeing	Ballina Shire Council, Police, Community, Community organizations, LPMA
26.4 Promote a culture of lifelong learning, including volunteer organisations	Resilient and adaptable communities	Ballina Shire Council TAFENSW, DET, ACE, DET (Schools), Community, Community organizations, Community - Schools, Universities

appendix one: organisations contacted about the project

Community Sector
Alcheringa Landcare Group
Alstonville and District Ratepayers Association
Alstonville Creek Carers Landcare Group
Alstonville CWA Club
Alstonville Lions Club
Alstonville Plateau Historical Society
Alstonville Rotary Club
Angels Beach Dunecare Reafforestation Group
Arts Northern Rivers Inc
Ballina CWA Club
Ballina District Community Services Association
Ballina Employment and Training Centre
Ballina Environment Society
Ballina Ladies Probus Club
Ballina Lighthouse Beach Dunecare Group
Ballina Lions Club
Ballina on Richmond Rotary Club
Ballina Probus Club
Beach Front Parade Dunecare Group
Big Scrub Rainforest Landcare Group
Buckombil Landcare Group
Bunjum Aboriginal Coop Ltd
Catholic Church - Alstonville Parish
Catholic Church - Ballina Parish
Catholic Church - Parish Finance Council
Duck Creek Landcare
East Ballina Landcare Group
East Ballina Lions Club
Eden Valley Landcare (Chilcotts Creek)
Emigrant Creek Environment Protection Assoc and Landcare Group
Far North Coast Regional Aboriginal Land Council
Jali Local Aboriginal Land Council
Lennox Head Combined Sports Association
Lennox Head Landcare Group
Lennox Head Lions Club
Lennox Head Residents Association
Little Fisheries Creek Landcare Group
Llewellyn Families Landcare Group
Maquires Willowbank Landcare Group
Marom Creek Landcare Group
North Coast Environment Council
Patch's Beach Dunecare Group
Pimlico Ladies Charitable Organisation Inc
Probus Club of Ballina Waters
Probus Club of Lennox Head
Rainforest Way Landcare Group
Rotary Club of Alstonville
Rotary Club of Ballina

Community Sector

Rotary Club of Ballina on Richmond
Rous Mill and District Ratepayers Association
Skennars Head Coastcare Group
Skinners Creek Landcare Group
South Ballina Coastcare
Tara Downs Landcare Group
Tintenbar Hall Committee and community
Total Environment Centre – Far North Coast
Tuckean Swamp Landcare Group
Tuckombil Heights Landcare Group
Tuckombil Landcare Group
University of the Third Age (Ballina/Byron)
Upper Emigrant Creek Catchment Landcare Group
Wardell and District Progress Association
Welfare: Lifeline
Wesley Uniting Employment
Western Chilcotts Creek Environmental Restorers Group
Wollongbar – Alstonville QUOTA Club
Wollongbar Community Landcare Group
Wollongbar Gardening Club
Wollongbar Progress Association
Wollongbar TAFE Landcare Group

Education

Alstonville High School
Ballina High School
Emmanuel Anglican College
Southern Cross School K-12
Southern Cross University
Xavier Catholic College

NGOs (Non-government organisations)

Northern Rivers Community Legal Centre
Northern Rivers Regional Development Board
Northern Rivers Social Development Council

State and Local Government

Attorney General's Department
Ballina Shire Council
Bullinah Aboriginal Interagency Coordination Group
Department of Aboriginal Affairs
Department of Ageing, Disability, and Home Care
Department of Commerce
Department of Community Services
Department of Corrective Services
Department of Education and Training
Department of Environment and Climate Change
Department of Health - North Coast Area Health Service
Department of Housing

State and Local Government

Department of Infrastructure, Planning and Natural Resources
Department of Juvenile Justice
Department of Lands (Land and Property Management Authority)
Department of Local Government
Department of Natural Resources
Department of Planning
Department of Primary Industries
Department of State and Regional Development
Department of Tourism, Sport and Recreation
Forests NSW
Ministry of Transport
Mr Don Page, Member for Ballina
New South Wales Greenhouse Office
Northern Rivers Area Consultative Committee
Northern Rivers Catchment Management Authority
Northern Rivers Regional Organisation of Councils
NSW Maritime Authority
NSW Premier's Department
NSW Rural Fire Service
Office of Indigenous Coordination
Office of Rural Affairs
Police Service
Roads and Traffic Authority
Rous Water
State Emergency Services
TAFE NSW - North Coast Institute
Workcover NSW

Private Sector

Alstonville / Wollongbar Chamber of Commerce
Australian Macadamia Society
Ballina Chamber of Commerce
Ballina Economic Development Unit Management Board
Ballina RSL Club Limited
Ballina Tourism Inc
Century 21 Real Estate
House with No Steps - Summerland
Lennox Head Chamber of Commerce
Northern Rivers Division of General Practice
Northern Rivers Tourism Inc
Real Estate Professional Networking Group
TURSA Employment and Training Agency

appendix two: community research

key findings

1. Community Satisfaction Survey - June 2008

Ballina Shire Council commissioned a random community survey of 600 residents in an effort to assess the priorities of the community and their attitude to the Council's performance. This survey, conducted by Micromex Research in June 2008, provided a good assessment of where Council is performing well and meeting the priorities of its residents, and it also identified priority areas that require improvement. Ballina Shire Council is in the business of serving a population of almost 40,000 with a wide diversity of needs, priorities and expectations for service, many of which are competing. The challenge for Ballina Shire Council is to ensure a good balance of meeting the majority of needs, the majority of priorities and the majority of expectations for service, most of the time, with a limited budget.

The research identified a real appreciation of the region in which the residents live and the lifestyle that they are afforded. They identified interest in this being maintained and believe that Council's long term planning should accommodate this. Of specific interest is the high priority residents give to the development of suitable infrastructure for the area. Regarding services and facilities, the current high priority areas for the community, ranked in order, were:

1. Roads
2. Crime prevention and law and order initiatives
3. Affordable housing
4. Parking
5. Long term planning
6. Management of development

In addition to providing feedback on the community's priorities, the survey also provided information on the community's satisfaction with Council's overall performance and customer service. Those results were as follows.

Satisfied	Neither	Dissatisfied	Mean
72.3%	21.6%	6.1%	3.71

Overall, the survey shows that 72% of survey respondents were 'satisfied' or 'very satisfied' with Council's performance, 22% were 'neutral' and only 6% were 'dissatisfied' or 'very dissatisfied'. This level of dissatisfaction is particularly low and compares favourably with a developed Local Government Authority Benchmark. In a follow up question, those residents that were dissatisfied were asked why they felt that way. The most significant reasons were categorised as follows:

- Lack of community consultation
- Deterioration of roads

What residents value most about living in the Ballina Shire

In this unprompted question residents were asked what they most valued about living in the Ballina Shire. The most significant responses were categorised as follows:

- Lifestyle 33%
- Beaches/coast/ocean 22%
- Climate 16%

The highest priorities for the next 10 years

In this unprompted question, residents were asked what the highest priority issues are for the next 10 years within the Ballina Shire. The responses were categorised as follows:

- Roads 39%
- Infrastructure 34%

importance

As part of this sampling respondents were asked to rate the importance of each of 37 different services or facilities provided by Ballina Shire Council on a scale of 1 to 5 where 1 = low importance or satisfaction and 5 = high importance or satisfaction.

The importance mean ratings ranged from a high of 4.71 for 'roads', where 95% of the residents rated them as highly important, to a low of 2.94 for 'dog exercise areas', where 46% of the residents rated them as important.

The complete results were as follows.

Priority	Criterion, Service or Facility	Importance Score
1	Roads	4.71
2	Crime prevention and law and order initiatives	4.67
3	General garbage collection	4.66
4	Water supply	4.60
5	Recycling	4.59
6	Beaches and foreshores	4.53
7	Parking	4.44
8	Long term planning	4.43
9	Coastline management	4.39
10	Ballina Byron Gateway Airport	4.30
11	Environmental and sustainability initiatives	4.27
12	Council's customer service	4.27
13	Financial management	4.26
14	Drainage/flood management	4.24
15	Support for volunteers	4.24
16	Vegetation management	4.23
17	Management of development	4.22
18	Sewerage management and treated effluent reuse	4.21
19	Quality of town centre and public spaces	4.16
20	Economic development	4.10
21	Tourism management	4.10
22	Affordable housing	4.06
23	Disability access	4.04
24	Heritage conservation	4.03
25	Public toilets	3.99
26	Bikeways and bicycle facilities	3.99
27	Aged services	3.97
28	Opportunities to participate in Council decision making	3.94
29	Parks and sporting facilities	3.92
30	Relationship with indigenous residents	3.82
31	Festival and event management	3.80
32	Libraries	3.78
33	Swimming pools	3.53
34	Youth services	3.44
35	Community halls	3.38
36	Child care services	3.11
37	Dog exercise areas	2.94

satisfaction

The next part of this sampling saw respondents asked to rate their satisfaction with, each of 37 different services or facilities on a scale of 1 to 5 where 1 = low importance or satisfaction and 5 = high importance or satisfaction.

The satisfaction mean ratings ranged from a high of 4.31 for 'general garbage collection', where 89% of the residents rated it as high satisfaction, to a low of 2.30 for 'affordable housing', where 59% of the residents rated it as low satisfaction.

Priority	Criterion, Service or Facility	Satisfaction Score
1	General garbage collection	4.31
2	Beaches and foreshores	4.17
3	Water supply	4.15
4	Libraries	4.10
5	Recycling	3.96
6	Ballina Byron Gateway Airport	3.96
7	Swimming pools	3.86
8	Council's customer service	3.75
9	Sewerage management and treated effluent reuse	3.70
10	Aged services	3.50
11	Parks and sporting facilities	3.50
12	Coastline management	3.48
13	Tourism management	3.43
14	Support for volunteers	3.41
15	Quality of town centre and public spaces	3.41
16	Child care services	3.40
17	Financial management	3.30
18	Bikeways and bicycle facilities	3.30
19	Heritage conservation	3.29
20	Disability access	3.28
21	Drainage/flood management	3.27
22	Festival and event management	3.27
23	Vegetation management	3.25
24	Community halls	3.21
25	Environmental and sustainability initiatives	3.20
26	Economic development	3.16
27	Opportunities to participate in Council decision making	3.16
28	Relationship with indigenous residents	3.12
29	Dog exercise areas	3.09
30	Long term planning	3.06
31	Management of development	3.05
32	Parking	3.02
33	Public toilets	2.94
34	Roads	2.84
35	Crime prevention and law and order initiatives	2.83
36	Youth services	2.80
37	Affordable housing	2.30

combined priority rankings

By combining the results of the importance and satisfaction analysis, priority scores were developed for the 37 Council services and facilities. The priority score is determined by multiplying performance gaps against a quadrant analysis of the level of satisfaction and importance. The following table lists the services and facilities in ranked order and identifies those criteria, services or facilities, as high priorities.

Priority	Criterion, service/facility	Score	Score	Score
1	Roads	4.71	2.84	7.48
2	Crime prevention and law and order initiatives	4.67	2.83	7.36
3	Parking	4.44	3.02	5.68
4	Long term planning	4.43	3.06	5.48
5	Management of development	4.22	3.05	4.68
6	Environmental and sustainability initiatives	4.27	3.20	4.28
7	Vegetation management	4.23	3.25	3.92
8	Drainage/flood management	4.24	3.27	3.88
9	Financial management	4.26	3.30	3.84
10	Economic development	4.10	3.16	3.76
11	Coastline management	4.39	3.48	2.73
12	Support for volunteers	4.24	3.41	2.49
13	Quality of town centre and public spaces	4.16	3.41	2.25
14	Tourism management	4.10	3.43	2.01
15	Recycling	4.59	3.96	1.89
16	Affordable housing	4.06	2.30	1.76
17	Council's customer service	4.27	3.75	1.56
18	Sewerage management and treated effluent reuse	4.21	3.70	1.53
19	Water supply	4.60	4.15	1.35
20	Beaches and foreshores	4.53	4.17	1.08
21	General garbage collection	4.66	4.31	1.05
22	Public toilets	3.99	2.94	1.05
23	Ballina Byron Gateway Airport	4.30	3.96	1.02
24	Aged services	3.97	3.50	0.94
25	Parks and sporting facilities	3.92	3.50	0.84
26	Opportunities to participate in Council decision making	3.94	3.16	0.78
27	Disability access	4.04	3.28	0.76
28	Heritage conservation	4.03	3.29	0.74
29	Relationship with indigenous residents	3.82	3.12	0.70
30	Bikeways and bicycle facilities	3.99	3.30	0.69
31	Youth services	3.44	2.80	0.64
32	Festival and event management	3.80	3.27	0.53
33	Community halls	3.38	3.21	0.17
34	Dog exercise areas	2.94	3.09	-0.15
35	Child care services	3.11	3.40	-0.58
36	Libraries	3.78	4.10	-0.64
37	Swimming pools	3.53	3.86	-0.66

The higher the score the higher the priority based on importance and current satisfaction levels.

The complete Micromex Community Research report is available from Ballina Shire Council.

csp vision

2. Research Project - Alignment with the Community Strategic Plan - March 2010

As part of exhibiting the draft CSP, Ballina Shire Council contracted Micromex Research to undertake a structured consultation process with the broader community on the contents of the plan. The key objective of the consultation process was to ensure that the broader community has input into the CSP. The sample consisted of a total of 500 residents. The selection of respondents was by means of a computer based random selection process using the electronic White Pages. Individuals in the household, 18 years or older, were selected using the 'last birthday' selection procedure. A sample size of 500 residents provides a maximum sampling error of plus or minus 4.4% at 95% confidence.

Ratings questions

The Likert Scale of 1 to 5 was used in all rating questions, where 1 was the lowest importance or satisfaction and 5 the highest importance or satisfaction. This scale allowed for a mid range position for those who had a divided or neutral opinion.

The community's perceptions of the CSP's vision statement

To measure how strongly respondents identified with this vision, they were asked to rate the importance to them of the statement.

Overall, respondents rated the vision for the Shire to be of 'very high' importance. 86% of respondents rated the vision statement as 'important' or 'very important', whilst only 3% rated the vision statement to be of low importance.

Importance	Importance rating %			Mean rating
	Low 1-2	Medium 3	High 4-5	
A shire that provides a healthy lifestyle, a prosperous environment and a community with a strong sense of place	3%	11%	86%	4.3

To measure how strongly respondents believe the Shire is currently performing in relation to the vision statement, respondents were then asked to rate their satisfaction that the vision is currently being achieved.

Overall, respondents' satisfaction that the vision statement is actually being achieved is 'moderate'. 47% of respondents were 'satisfied' or 'very satisfied' with the current achievement of the vision statement. A high proportion of respondents were 'neutral' and 13% expressed dissatisfaction

Satisfaction	Satisfaction rating %			Mean rating
	Low 1-2	Medium 3	High 4-5	
A shire that provides a healthy lifestyle, a prosperous environment and a community with a strong sense of place	13%	40%	47%	3.4

Outcome

The research indicates that residents of the Ballina Shire Council area identify very strongly with the current vision statement within the draft Community Strategic Plan. The vision outlined is deemed to be of 'very high' importance, with satisfaction that the vision is currently being achieved identified as 'moderate'.

csp objectives and outcomes

Objectives

To measure how strongly respondents identified with the eight objectives within the CSP, they were asked to rate the importance to them of each objective. Overall, respondents rated all eight objectives within the CSP to be of 'very high' importance as per the following table.

Importance	Importance rating %			Mean rating
	Low 1-2	Medium 3	High 4-5	
A healthy natural environment	1%	3%	96%	4.63
Responsible and efficient use of resources	2%	5%	93%	4.59
People attaining health and wellbeing	1%	6%	94%	4.56
Transparent and accountable governance	2%	4%	93%	4.52
Diverse and balanced use of our land	2%	9%	89%	4.44
A built environment contributing to health & wellbeing	2%	9%	90%	4.37
A diverse and prosperous economy	1%	10%	88%	4.36
Resilient and adaptable communities	3%	14%	84%	4.28

To measure how strongly respondents believe the Shire is performing in relation to the eight objectives, they were then asked to rate their satisfaction with the current achievement of each objective. Overall, respondents' satisfaction that each objective is currently being achieved is 'moderate', with the exception of 'a healthy natural environment', which is 'moderately high'.

Importantly, there are a high level of 'neutral' ratings (31% to 44%), suggesting a significant opportunity to improve the general community's perception with regards to the achievement of the prompted objectives. Dissatisfaction was highest for the objectives, 'diverse and balanced use of our land' (21%), 'responsible and efficient use of resources' (27%) and 'transparent and accountable governance' (31%).

Satisfaction	Satisfaction rating %			Mean rating
	Low 1-2	Medium 3	High 4-5	
A healthy natural environment	9%	31%	60%	3.64
People attaining health and wellbeing	12%	40%	48%	3.42
A built environment contributing to health & wellbeing	12%	42%	47%	3.41
Resilient and adaptable communities	13%	44%	42%	3.35
A diverse and prosperous economy	15%	42%	42%	3.32
Diverse and balanced use of our land	21%	44%	34%	3.16
Responsible and efficient use of resources	27%	44%	28%	3.01
Transparent and accountable governance	31%	42%	27%	2.92

Outcomes

To measure how strongly respondents identified with the 26 outcomes within the CSP, they were asked to rate the importance to them of each outcome. Overall, respondents rated all 26 outcomes within the CSP to be of 'very high' importance. Between 82% and 99% of respondents rated each of the 26 outcomes as 'important' or 'very important', whilst only 5% or less rated each of the 26 outcomes to be of low importance.

To measure how strongly respondents believe the Shire is performing in relation to the 26 outcomes, they were then asked to rate their satisfaction with the current achievement of each outcome. Overall, respondents' satisfaction that each objective is currently being achieved is 'moderate', with the exception of:

- Clean beaches and foreshores (moderately high)
- Employment opportunities for all (moderately low)
- We have a justifiable trust in our organisations, businesses and government (moderately low)
- Efficient and effective transport (moderately low)

There is a high level of 'neutral' ratings (20% to 55%), suggesting a significant opportunity to improve the general community's perception with regards to the achievement of the prompted outcomes. Importantly, the development of these satisfaction benchmarks will allow for future analysis of how the community perceives the Shire is performing in relation to the identified outcomes.

gap analysis

Gap analysis establishes the gap between the importance of specific outcomes and the residents' satisfaction that these outcomes are currently being achieved. It is calculated by subtracting the mean satisfaction score from the mean importance score. The higher the differential between importance and satisfaction, the greater the difference is between the provision of that criteria/outcome and the expectation of the community.

Item	Importance	Satisfaction	Gap analysis
Efficient and effective transport	4.46	2.58	1.88
We have a justifiable trust in our organisations, businesses and government	4.66	2.93	1.73
Employment opportunities for all	4.62	2.93	1.69
Excellent water quality in the Richmond River, its tributaries and coastal lakes	4.72	3.09	1.63
Effective water collection, use and re-use	4.66	3.13	1.53
A feeling of safety, regardless of where in the Shire	4.78	3.27	1.51
Efficient production systems that minimise & re-use waste	4.57	3.15	1.42
Infrastructure & facilities that meet individual & community needs	4.56	3.18	1.38
Preserve the potential of agricultural land & important extractive resources	4.55	3.20	1.35
Individual & collective action to lessen the risks posed by a changing climate	4.31	2.97	1.34
Continuous improvement in the condition of our environment	4.68	3.40	1.28
Buildings, infrastructure and public spaces that complement our natural environment	4.48	3.21	1.27
Effective and responsible power generation and use	4.48	3.21	1.27
Holistic understanding of and approaches to health	4.48	3.22	1.26
Viable local business	4.68	3.42	1.26
Maintain & improve our land-based productivity	4.38	3.12	1.26
Respect for the needs of different land users & land uses	4.42	3.16	1.26
Robust structure in the local economy	4.56	3.32	1.24
Maintain our diverse & attractive landscapes	4.52	3.30	1.22
Socially and environmentally responsible business	4.54	3.33	1.21
Integrated land use	4.37	3.16	1.21
Widespread participation in lifelong learning	4.49	3.41	1.08
Recognition & valuing of our natural, cultural and built heritage	4.35	3.30	1.05
High level of social capital	4.24	3.24	1.00
Clean beaches and foreshores	4.74	3.85	0.89
Effective engagement with our neighbouring areas and within the region	4.24	3.36	0.88

Outcome

The gap analysis identifies that the community perceives there to be significant room for improvement with regards to the delivery of all 26 outcomes.

Conclusion

The research indicates that residents of the Ballina Shire Council area identify very strongly with the Community Strategic Plan. This is best reflected in the result that the community deems the vision statement, the eight identified objectives and the 26 desired outcomes, all to be of very high importance.

Satisfaction with regards to the current achievement of the vision, objectives and outcomes, is varied and ranges from moderately low to moderately high. Importantly, residents currently report a moderate level of satisfaction with the current achievement of the vision statement within the plan.

The complete Micromex Community Research report is available from Ballina Shire Council.

appendix three: our sustainability report

Statistic	Ballina 2006 Benchmark	NSW	Australia	Comment
<p>Lone person households (% h'holds (2001 data)).</p> <p>Projected to be 30% in Ballina Shire by 2026. This is important because it has implications for the sorts of housing we have available, our care facilities, and potentially for how healthy we are as individuals. While there is little wrong with living alone by choice, we also do not want people living alone because they have no choice.</p>	26.4	23.4	23.9	To be completed in reporting years
<p>Number of threatened species (plants and animals) found within the Shire (1)</p> <p>This is important because it is an indication of how healthy our areas of natural habitat are and how they are responding to threats and management. We want the number of threatened species to stabilise and preferably to decrease..</p>	104	845		
<p>Dependency rate (2) (2001 data).</p> <p>This is expected to be .85 by 2026. One of the reasons this is so high is because a relatively high proportion of our population is not of working age. In 2001, 19% of our population was aged over 65 years and this is expected to rise to 24% by 2026. We need to have more reasons for younger people to stay and to create more employment for all age groups, including for people aged over 65 years.</p>	0.62	0.49	0.48	
<p>Proportion of the population aged over 15 years with a post secondary qualification (Certificate or higher)</p> <p>This is important because education level generally equates to better quality of life for individuals. We want this to increase.</p>	34.9	36.2	34.3	
<p>Non-recycled water use per capita (household use) (kilolitres per year)</p> <p>Water is a useful measure of resource use. We want this to stabilise if not decrease. By only measuring non-recycled water use we understand more about our use of raw resources. Manufacturing and industry are encouraged to use recycled water.</p>	104		109	
<p>Greenhouse emissions per capita (eCO₂) (3)</p> <p>This measures our total energy consumption (including industry, residential and agriculture) and is indicative of our contribution to the changing climate. We want this to decrease.</p>	7.2	23	27.5 (2003)	

- (1) This data is not well known. Data based on listing in the NSW *National Parks and Wildlife Service Wildlife Atlas*. These figures are indicative only and form a benchmark for 2006 against which changes in the numbers of species listed can be monitored.
- (2) The proportion of the population not of working age (taken to be under 15 and over 65 years old) who are therefore dependent, either directly or indirectly, on proportion of people who are of working age (16-64 years). A rate of 1 means that for every one person of working age there is one person not of working age. A rate of 0.6 means that for every 100 people of working age there are 60 people not of working age.
- (3) Cities for Climate Protection Report 2005

appendix four: organisation acronyms

Code	Reference	Type
ABCB	Australian Building Codes Board	Commonwealth Government
ABS	Australian Bureau of Statistics	Commonwealth Government
AC-A	Australian Council for the Arts	Commonwealth Government
ACE	Adult and Community Education	State Government
AFFA	Dept of Agriculture, Fisheries and Forestry	Commonwealth Government
AG	Attorney General's Department	Commonwealth Government
AGO	Australian Greenhouse Office	Commonwealth Government
AIRC	Australian Industrial Relations Commission	Commonwealth Government
AMA	Australian Medical Association	Professional
Arts NR	Arts Northern Rivers	Community sector
Ballina SC	Ballina Shire Council	Local Government
BCA	Business Council of Australia	Private sector
BDANSW	Building Designers' Association of New South Wales	Professional
BDCSA	Ballina and District Community Services Association	Community sector
CoCs	Chambers of Commerce	Private sector
CRC	Community Relations Commission	State Government
CSIRO	Commonwealth Scientific and Industrial Research Org	Non Govt (Commonwealth)
DAA	Dept of Aboriginal Affairs	State Government
DADHC	Dept of Ageing, Disability and Home Care	State Government
DASR	Dept of Sport and Recreation	State Government
DCOMM	Dept of Commerce	State Government
DECCW	Dept of Environment, Climate Change and Water	State Government
DEWHA	Department of Environment, Water, Heritage & the Arts	Commonwealth Government
DEEWR	Dept of Education, Employment & Workplace Relations	Commonwealth Government
DET	Dept of Education and Training	State Government
FAHCSIA	Dept of Families, Housing, Comm Services and Indigenous Affairs	Commonwealth Government
DHA	Dept of Health and Ageing	Commonwealth Government
DHealth	Dept of Health	State Government
HOUS	Housing NSW	State Government
IMMI	Dept of Immigration and Citizenship	Commonwealth Government
DoCS	Dept of Community Services	State Government
DoP	Dept of Planning	State Government
DII (DME)	Dept of Industry and Investment (DII) - Division of Minerals and Energy (DME)	State Government
DTIR	Department of Infrastructure, Transport, Regional Development and Local Government	Commonwealth Government
I&I NSW	Dept of Industry and Investment NSW	State Government
DSARD	Dept of State and Regional Development	State Government
ESPs	Energy Service Providers (eg Country Energy)	Private sector
FNCW	Far North Coast Weeds	Community
ICLEI	International Local Environment Initiatives	Non-Government
IEAUST	Institute of Engineers, Australia	Professional
IPWEA	Institute for Public Works Engineers Australia	Professional
JALI	Jali Aboriginal Land Council	Community sector
LGA	Local Government Authority	Local Government
LHPA	Livestock Health and Pest Authority	State Government
LPMA	Land & Property Management Authority	State Government

Code	Reference	Type
MBA	Master Builders Association	Professional
MPA	Marine Parks Authority	State Government
MTRANS	Ministry of Transport and Infrastructure	State Government
NCAHS	North Coast Area Health Service	State Government
NEWF	North East Waste Forum	Non-Government
NOROC	Northern Rivers Regional Organisation of Councils	Local Government
NRRDA	Northern Rivers RDA (Regional Development Australia) Committee	Commonwealth Government
NRCMA	Northern Rivers Catchment Management Authority	State Government
NRDGP	Northern Rivers Division of General Practice	Private sector
NRRDB	Northern Rivers Regional Development Board	Non-Government
NRSDC	Northern Rivers Social Development Council	Non-Government
NSWAO	New South Wales Audit Office	State Government
NSWGO	New South Wales Greenhouse Office	State Government
NSWHO	New South Wales Heritage Office	State Government
OFT	Office of Fair Trading	State Government
OIR	Office of Industrial Relations	State Government
Other LGA	Other local councils	Local Government
PIA	Planning Institute of Australia	Professional
PREMIERS	Department of Premier and Cabinet	State Government
PREM -CB	Community Builders Program - Premier's Department	State Government
RAIA	Royal Australian Institute of Architects	Professional
RRCC	Richmond River County Council	Local Government
RTA	Roads and Traffic Authority	State Government
RW	Rous Water	Local Government
STD AUST	Standards Australia	Commonwealth Government
TAFENSW	NSW Technical and Further Education Institutes	State Government
TELCOs	Telecommunication Service Providers	Private sector
TNSW	Tourism New South Wales	State Government
U3A	University of the Third Age	Private sector
VNSW	Volunteering New South Wales	State Government