



**END OF TERM REPORT
2012 - 2016**

Mayor's Message

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

One of the most significant undertakings of the Council this term was preparing for the NSW Government's Local Government Reform. Ballina Shire Council was declared Fit for the Future as part of the 'Fit for the Future' reform program during this term. This is a significant achievement and demonstrates Council's sound fiscal management.

The Council adopted the Ballina Major Regional Centre Strategy 2035 (Ballina 2035), an aspirational blueprint to drive Ballina forward as a key economic centre built on a strong community and exceptional environmental features and recreational opportunities. Ballina 2035 is part of a broader program of planning for places based on community engagement being undertaken by Council across the shire.

In 2013, we partnered with the Ballina Lighthouse and Lismore Surf Lifesaving Club and were successful with a Federal Government grant to fund a new Ballina Surf Club. This new community facility provides meeting spaces, a new club house, commercial premises and a kiosk, and leveraged funds from the community and the government, to facilitate mutual outcomes for a number of stakeholders.

A long term project Ballina Shire Council is particularly proud of is the construction of the Coastal Recreational Pathway. This pathway will connect the beaches along the Ballina coastline, and provide unprecedented access to this significant landscape. This project, coupled with the completion of the shared pathway network, will connect the townships of Ballina and Lennox Head, providing a sustainable transport option for our community.

Another highlight for the Council included securing funds for a new Marine Rescue Tower (\$1.4 million) which provides the community with improved marine safety and replaces an unsafe facility. The MRT is currently in the final stages of construction.

This Council upgraded the Ballina Byron Gateway Airport (\$5.5 million) with a runway overlay and car parking infrastructure. We also secured further funding for an expansion of the terminal precinct which will commence in 2017.

The elected Council presided over the implementation of recycled water to over 160 residents in Lennox Head. This project was over ten years in the making, which required upgrades to the Lennox Head and Ballina Wastewater Treatment Plants. This project provides our shire with a clean, safe, drought proof water source, and cements our status of being a progressive and environmentally aware community. It will be rolled out across new residential estates in Ballina in 2017.

We provided our community with affordable housing in the form of land subsidies for the Wollongbar Urban Expansion Area and for Ballina Heights Estate. This program was made possible by the Building Better Regional Cities program, where Ballina Shire Council was successful with two funding applications generating 96 residential land sales in Wollongbar and 77 residential land sales in Ballina Heights Estate since 2013.

A significant number of large projects were undertaken. These included the continued work on beautification of the Ballina Town Centre with upgrades to River Street and Moon Street, the implementation of fluoride in our water sources to improve the dental health of our community, construction and development of new sporting fields and facilities at Wollongbar, upgrading the Wigmore Shopping Arcade and providing additional car parking, and committing over \$51 million in delivering major road works and public infrastructure.

Recognising staff as our most important assets, Council implemented a number of education and training programs and won the Novaskill Employee of the Year award in 2014. Some training programs included a leadership program "Great Managers" for all senior managers, implemented a hazard reporting program Work Safety Life and continued to look for ways to improve the overall health and welfare of our employees.

Ballina Shire Council has progressed many significant community projects during the 2012 to 2016 term, and the elected Council is to be commended for its collegial and constructive approach to local government as it worked proactively to balance social, economic and environmental issues in our communities.

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



Cr David Wright
Mayor Ballina Shire Council

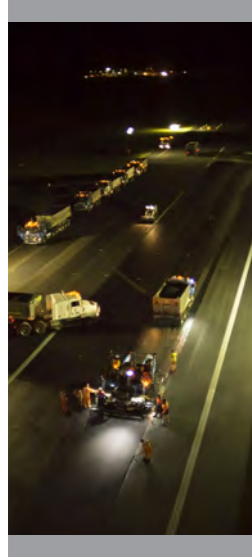
Ballina Shire Councillors 2012 - 2016



Left to right:

Councillors Ben Smith, David Wright (Mayor), Ken Johnston, Paul Worth, Robyn Hordern, Sharon Cadwallader, Susan Meehan, Keith Williams, Jeff Johnson, and Keith Johnson.

We spent \$5.5 million on upgrades to the **Ballina Byron Gateway Airport**, with an apron extension, runway overlay, long term car parking and additional taxiway.



We built a new **Ballina Surf Club** at Lighthouse Beach in Ballina. This provides popular high quality function rooms, community meeting spaces, a café, and a new club house for the Ballina and Lismore Lighthouse Surf Lifesaving Club.



We received \$4.5 million grant funding to provide **affordable housing** for eligible residents in Wollongbar and \$5.1 million for Ballina Heights.

Housing subsidies provided to mid to low income earners building new homes in estates in Wollongbar and Ballina Heights.



We connected Ballina to Lennox Head via a **Shared Pathway** which enables our community to safely walk or cycle between the two towns.



Council upgraded the River Street **Ballina Town Centre**, between Cherry Street and Martin Street and the southern end of Moon Street.



Airservices Australia fully funded the construction of a new \$12.5 million **aviation rescue fire station** at the Ballina Byron Gateway Airport.



We secured funding for the **Marine Rescue Tower** and have almost completed construction of this important community asset.



Council commenced the construction of the **Coastal Recreational Path** which will connect the beaches along the Ballina Shire coastline north of the Richmond River.



Council adopted a **Ballina Major Regional Centre Strategy 2035**, a long term strategy for Ballina.



Council has refurbished the **Wigmore Shopping Arcade** and provided two new car parks in Tamar Street, Ballina plus a **Changing Places** toilet facility.



The Ballina **Coastline Coastal Zone Management Plan** was gazetted by the NSW Government.



2012

PROGRESS

2016



Woolworths displayed continued confidence in the local economy by investing in the reconstruction of the 'little Woolies' in River Street, Ballina.



Construction commenced on the \$8 million **sporting fields and facilities** project at **Wollongbar**.

Construction completed of \$8.5 million **Ballina Heights Drive**.



Council spent \$45 million upgrading the **Wastewater Treatment Plants** in Ballina and Lennox Head.



Council has responded to the **shortage of affordable housing** and adopted a policy which waives developer contributions for granny flats until 2018.



Named Novaskill **Employer of the Year**. Zac Green taking out Disability and Apprentice/ Trainee category at Group Training Awards. Alfie Proberts named top 11 finalist for Indigenous Apprentice/Trainee category.



We implemented **Fluoridated Water**, as directed by NSW Health, to improve the dental health of our community.



Ballina Shire Council was declared **Fit for the Future** as part of the NSW Government's Fit for the Future reform program.



Council processed **\$280 million worth of development applications** over 2014 and 2015.



The Lennox Community Centre has been transformed into a premier live event venue with the opening of the **Park Lane Theatre**, featuring state of the art facilities.



Over the past four years we have invested over **\$51 million** delivering major **road works and public infrastructure**.



Council turned on **Recycled Water** for new residences in Lennox Head.

CONNECTED COMMUNITY

150,000 through the turnstiles at Ballina and Alstonville pools each year

13.2% households weekly rent payments 30% of income

72% dwelling prices compared to the State average

8.5% households monthly mortgage payments 30% of income

100 dog attacks investigated in 2015/2016

64% residents depend on people working

121 shire residents have been welcomed as new Australian Citizens in 2015/16

21 school zones regularly patrolled to ensure no-one is injured on their way to school

73% residents live and work in Ballina Shire

23% residents provide voluntary work

“We feel safe...”

Actively promoted crime prevention and safety strategies by:

- Delivering **Road Safety Strategies** such as Scooter Safety, Bike Week and promoting Random Breath Testing.
- Inspecting all High Risk Pools and issuing over 400 **Pool Compliance** certificates.
- Updating our Roads Strategy and Roads **Developer Contributions Plan** to ensure our road network meets future growth needs.
- Managing the operation of the **Local Traffic Committee** which reviews many safety improvements each month.
- Opening a new and modern \$800,000 **Animal Shelter**, with expenditure offset by sale of former pound site.
- Regularly working with **schools to patrol 21 zones** to ensure no child is injured on their way to school.
- Promoting and seeking public information to stop illegal waste dumping with ‘**Dob in a Dumper**’ campaign.
- Providing **paid lifeguards** to patrol our beaches on weekdays, with beaches patrolled by NSW Surf Life Saving volunteers on weekends and public holidays at Seven Mile Beach, Lennox Head and Lighthouse Beach, Ballina.

Ensured adequate plans are in place for natural disasters and environmental changes by:

- Consulting the local emergency services to update our **Emergency Management Plan**.
- Providing leadership and administration to support the ongoing work of the **Local Emergency Management Committee**.
- Preparing **Business Continuity Plans** to help us provide essential council services in the event of a major disaster to our buildings and infrastructure.
- Preparing a **Consequence Management Guide** for storms, cyclones, tsunamis.

- Adopting the **Floodplain Risk Management Plan** and reviewing **Development Control Plans** to take into account flooding models.

Monitored the built environment and services delivered to the community to ensure relevant standards are being met by:

- Developing **Asset Management Plans** for proactive infrastructure asset inspections and condition assessment programs.
- Inspecting all **food and commercial premises** (eg. cafes/restaurants hairdressers, beauty salons and tattooists) annually to protect public health.
- Promoting the **Scores on Doors** food safety and hygiene program.
- Monitoring **23 water drinking sites**, and seven recycled water sites weekly.
- Securing **millions of dollars** in Government Blackspot Safety Funding to upgrade Angels Beach Drive, Teven Road and River Street.

“We feel connected to the community...”

Encouraged community interaction and volunteering by:

- Recognising the value of **Council volunteers** with biennial morning teas.
- Providing **ongoing training** to Council volunteers who provide valuable services to the Northern Rivers Community Gallery, Tourism Airport Ambassadors, Landcare and Coastcare and Lennox Head Community Centre.
- Established the **Port Ballina Taskforce** to advocate the NSW Government to deliver improved marine infrastructure and marine environments.

Assisted disadvantaged groups by:

- Completing a **Disability Employment Audit** and provided training to relevant employees.
- Increasing our **Aboriginal employment** to 5% of our workforce.
- Convening bi-monthly **Access Reference Group** meetings to identify major access needs of different disability groups.
- Launching “**The Tradies Guide to Good Access**” so future built environments are better accessible.
- Installing **Changing Places** toilet, Wigmore Carpark for people with severe disabilities.
- Employing 11 people with disabilities at the Council Nursery in the **Regional Works Crew Program**.

Created events, strategies and actions that promote interaction and education, as well as a sense of place by:

- Developing a **Cultural Plan**, with programs implemented or underway eg: Wigmore Arcade Community Art Pavers, Bundjalung Cultural Ways Interpretative Signage on Coastal Recreational Path and public art for Cherry Street and Moon Street roundabouts.
- **Increasing attendances at the Northern Rivers Community Gallery by 41% from 2012 to 2016;** with workshops and art programs well supported.
- Expanding support of **community events and festivals** eg: NAIDOC Week, Coastal Country Music, Love Lennox, Ballina Prawn Festival, Skullcandy Oz Grom Open, Ballina Fine Wine and Food, Lennox and Riverside Christmas Carols and Alstonville NYE’s Family Festival.
- **Promoting community events** in the Community Connect Magazine and Event Banners at nine locations across the shire.
- Hosting the annual **Australia Day Celebrations** at the Lennox Head Community Centre.

- Working with the local community and supporting the publication of **two new historical resources** “Object of the Story : Reflections on Place” and “A Community at War : Wartime stories from Ballina Shire”.

- Awarding three-year **scholarships to Southern Cross University** undergraduates.
- Upgrading the **Missingham Park Markets** Site carpark to improve access in wet weather and maximise parking.
- Preparing unique **Rural Character Statements** with community members for Fernleigh, Tintenbar, Newrybar, Meerschaum Vale, Rous, Rous Mill, South Ballina, Keith Hall, Empire Vale and Patches Beach.
- Recognising **Aboriginal cultural values** with the Foyer Art Project and publication of “Object of the Story : Reflections on Place”.
- Completing relocation of cenotaph and landscaping of **Ballina RSL Memorial Park** for Anzac centenary commemorations in partnership with the Ballina RSL Sub Branch.

“There are services and facilities suit our needs...”

Provided equitable access to a range of community services and facilities by:

- Working with the Department of Education on the redevelopment of the **Ballina High School** site to provide an **Indoor Sports Facility**.
- Increasing active **Library membership** to over 20,000 per annum.
- Endorsing redevelopment plans and tendering for the design and reconstruction of the **Ballina and Alstonville pool complexes**.

- Facilitating over **25,000 bookings across our community spaces** venues supporting the operation of private, commercial, government and community services and events.
- Constructing the new **\$6.2 million Ballina Surf Club** at Lighthouse Beach, new home to the Ballina Lismore Lighthouse Surf Life Saving Club Inc.

Provided young people with a range of leisure and personal development activities by:

- Endorsing a **skatepark site** at Wollongbar
- Providing a range of community facilities **for our youth including creative programs** at the Northern Rivers Community Gallery such as LOUD in the Gallery, School Holiday Workshops, Music in the Gallery, ArtLAB.
- Erecting permanent shelter over the **Missingham Park playground**.
- **Installing new and upgrading play equipment** at Geoff Watt Oval Alstonville, Westlands Park West Ballina, Lions Park and Lakefield Park Lennox Head, Fitzroy and Lindsay Parks in Wardell.
- Involving **youth in public art projects:** such as the Chickiba Lake Wastewater Pumping Station Mural in partnership with the Rotary Club Ballina on Richmond and the Transform Art Project 2014 with Essential Energy.

Engage older residents to feel part of our community by:

- Developing an **Active Ageing Strategy**.
- Hosting ‘**Make your Mark**’ creative workshop. Bringing together young and older residents to make pavers that have been laid at the Wigmore Arcade.
- **Seeking input** into planning documents such as the Pedestrian Access and Mobility Plan, Road Safety Strategies, Rural Character Statements, and the Ballina Major Regional Centre Strategy.

“We attract new business and visitors...”

Promoted our area as an attractive place to invest and visit by:

- Marketing the **Ballina Coast & Hinterland brand** and The **Legendary Pacific Coast** campaign.
- Released and distributed **70,000 new Ballina Coast & Hinterland visitor guides** and **10,000 Base Ballina Motorcycle Touring guides**.
- Targeting the **Melbourne market** with the ‘**Breath of Fresh Air**’ campaign with the Ballina Byron Gateway Airport.
- Launching the **Historic Ballina Waterfront Trail**, an interpretative signage project.
- Expanding the **Shared Path** and **Coastal Recreational Path** networks link Ballina to Lennox Head.
- Implementing the **Regional Boating Strategy** and completing the Martin Street Precinct Masterplan, boat ramps at Wardell and West Ballina, and carpark at Fisheries Creek boat ramp.
- Progressing refurbishment of **Fawcett Park cafe site**.
- Hosting the 2014 Australian Coastal Councils’ Conference, 2015 Australian Water Association Conference and co-hosted the 2016 LGNSW Tourism Conference with Byron Shire Council.
- **Increasing air services** at the Ballina Byron Gateway Airport to 58 services per week to Sydney, Melbourne and Newcastle.
- Installing boardwalk and viewing platform at **Killen Falls**.

Minimised costs and regulatory requirements for doing business by:

- Reviewing our **DA approvals process** to reduce the heavy dependency on paper and moving to a streamlined online process.

Provided infrastructure that supports business and delivers economic benefits by:

- Continuing the **Ballina Town Centre enhancements**, roundabout, carparking upgrades plus the redevelopment of the Wiggmore Arcade.
- Developing the **Wardell Strategic Plan (Wardell 2035)**.
- Completing **River Street Town Entry** works approaching from West Ballina.
- Improving our commercial properties, with **vacancy rates under 10%**.
- Progressing the **Southern Cross Industrial Estate Expansion Precinct**.
- Reconstructing **Boatharbour Road** and providing additional carparking at West Ballina.

“My business can grow and diversify...”

Developed plans that encouraged business growth and diversification by:

- Upgrading the **Ballina Byron Gateway Airport** with **\$11 million works** for additional jet parking bays, taxiway, runway overlay.
- **Securing the future of the aerservices and safety** with the provision of a Aviation Rescue Fire Station and Air/Ground Radio Service,
- Securing \$4.5 million NSW Government funding to **expand the Airport terminal by 30%**.

Promoted and facilitated a range of business activities by:

- Successfully tendering for the extraction licence for the **dredging of North Creek**. We have now completed a feasibility study and commenced the first stage of work to gain planning approval.
- Increasing operating surplus of Council’s **Flat Rock Tent Park** by more than 15%.

Established planning regulations that encourage opportunities for diversification by:

- Regularly engaging with local **Chambers of Commerce**.
- Commencing publication of quarterly **Business Connect**.
- Producing **Public Land Policy Guidelines**.
- Partnering with the NSW Government to develop the **Shark Management Strategy** to ensure our beaches remain a major visitor attraction.

“We can work close to home...”

Facilitated and provided economic land and infrastructure to support business growth by:

- Progressing development of **Russellton Industrial Estate** and land acquisition.
- Progressing the rezoning of 39 hectares, in addition to the already zoned and developed 50 hectares, of industrial land at **Southern Cross Industrial Estate**.
- Completing **Wiggmore Arcade refurbishment** with occupancy at 100%.

Provided affordable infrastructure, both business and residential by:

- Providing **land subsidies** for the Wollongbar Urban Expansion Area and Ballina Heights Estate.
- Waiving Section 94 developer contributions resulting in approval of **51 secondary dwellings** in urban areas.
- **Developing the Wollongbar Residential Land Release** (Stage 1) with 90% sold with six lots from Stage 2 pre-sold.
- Constructing \$9 million **Ballina Heights Drive**.
- Commissioning new \$5 million **water reservoir at Knockrow**.
- Introducing **recycled water** to new residential estates in Lennox Head.

Encouraged technologies and transport options that support work at home or close to home business activities by:

- Advocating **NBN installation** at Wollongbar Residential Estate.
- Implementing **Pedestrian Access and Mobility Plan 2013**.
- Expanding capabilities of the **MyRoadInfo App** now used by neighbouring councils and Roads and Maritime Services.
- Providing **secure online viewing** of property and building files for public access requests.

Ballina Byron Gateway Airport has **58 flights** per week to Sydney, Melbourne and Newcastle.



PROSPEROUS ECONOMY



40.5% resident workforce part-time (increase of 4% over 5-years)

100% land subsidies taken up at Wollongbar Urban Expansion Area

60 of 120 land subsidies taken up at Ballina Heights Estate

51.2% resident workforce full-time (steady over 5-years)

460,000 passengers per annum at the Ballina Byron Gateway Airport

16.32% contribution to Northern Rivers Gross Regional Product

62% resident workforce participation rate

6.09% unemployed (regional average of 8.95%)

\$280million development approvals over 2014 and 2015

6% work away from home

28% 18-24 year olds undertaking tertiary studies

615,000 overnight visitors to Ballina Shire per annum

\$222m visitors spent in Ballina Shire 2012-2015

HEALTHY ENVIRONMENT



We maintain 25 sporting grounds, 49 playgrounds and 383 reserves

11,000 native seedlings planted by 1,300 volunteers on Lennox Headland since 2003

Council has an on-site sewage management (OSSM) program with over 3,000 systems in our shire

< 173 kilolitres of water per household (well below the 200kl target)

39% of water reused (well above the 20% target)

74% of waste diverted from landfill to reuse (year ending June 2015)

POOR river health with a rating of +D

250kg waste per person sent to landfill in 2015/16 (based on pop of 42,000)

160 homes in Lennox Head connected to Recycled Water (3% of shire households)

750 households participated in Second Hand Saturday since the program started in 2011.

1,200 solar panels installed producing 466,000kWh per year. Saves 418 tonnes of Co2 per year.

“We understand the environment...”

Considered past and predicted changes to the environment when planning by:

- Providing 1,000 new plantings in urban areas under our street planting program.
- Maintaining contemporary vegetation management plans.
- Implementing a proactive fig tree management program.
- Obtaining NSW State Government endorsement of the Ballina Coastal and Shaws Bay Coastal Zone Management Plans.
- Progressing the 20 million trees revegetation program for koala habitat with final plantings underway.
- Rehabilitating the Lennox Headland by co-hosting the annual Tree Planting day with GeoLink.

Promoted initiatives that improve our natural environment by:

- Monitoring our river system through participation in Ecohealth Water Quality Monitoring.
- Reducing impact of stormwater and estuary management with the rehabilitation of Chickiba Wetland and Northlakes Stormwater projects.
- Adopting the Lake Ainsworth Management Plan to improve the overall amenity of the south eastern precinct.

Promoted our open spaces, reserves and natural areas by:

- Maintaining 25 sporting grounds, 49 playgrounds and 383 reserves of various sizes on a regular 15-day mowing schedule.
- Providing off-leash dog exercising areas in seven locations across the shire.
- Developing 13-hectares of land for \$6.2 million in new sports facilities at Wollongbar.
- Installing 29 additional bike racks in the town centres.
- Installing water refill stations at four locations along the shared path in Ballina.

“We use our resources wisely...”

Implemented total water cycle management practices by:

- Updating the Lennox Head and Ballina Wastewater Treatment Plants.
- Delivering recycled water to 160 new homes in Lennox Head.

Reduced, reused and recycled our resources by:

- Embracing Second Hand Saturday, with Ballina Shire registering 750 garage sales since 2011.
- Replacing Smith Drive water main, stopping thousands of litres of water leaking from our system.
- Developing and implementing a Pressure Zone Management Plan. Resulting in significant savings by managing leaks in the water system to meet industry benchmarks.
- Opening a free drop-off Community Recycling Centre to handle problem household waste.
- Partnering with On Track Community Programs operate the salvage shop at the Ballina Waste Management Centre.
- Participating in ChemClear for collection of agricultural and vet chemicals.

Pursued innovative technologies by:

- Installing GPS tracking in our waste collection vehicles to improve our service and response to customer requests.
- Introducing a new Customer Request Management System.
- Providing smart devices to field officers to respond to Customer Requests, reducing staff time by 25%.
- Updating our Geographical Mapping System to a more responsive IntraMaps.
- Installing an automated kiosk for 4WD permits for Seven Mile Beach at Lennox Head.

“Built environment blends with natural and cultural environment...”

Developed and implemented plans that balance the built environment with the natural environment by:

- Completing the Ballina Major Regional Centre Strategy : Ballina 2035 to guide growth in Ballina Shire over the next 20 years.
- Completing the Wardell Strategic Plan 2015 - 2035 a plan and actions for Wardell’s 20-year vision.
- Updating and promoting the Ballina Environmental Action Plan (BEAP) and Green Bea on Council’s improvements to its operations which are reducing our impact on the environment.

Minimised negative impacts on the natural environment by:

- Implementing a Local Asbestos Policy. Providing residents 50% off disposal fees under the Asbestos Householder Disposal Scheme.
- Monitoring on-site sewage management (OSSM) systems to ensure 3,000 systems across the shire are compliant.
- Improving green star rating of our petrol fleet vehicles to a rating of more than 3.5 stars.
- Reducing CO2 emissions from Council’s Built Assets to below 9,500 tonnes.
- Installing Water Sensitive Urban Design (WSUD) at the Lake Ainsworth carpark extension to reduce pollution to the lake.

Matched infrastructure with development by:

- Reviewing Section 64 Plans for Water and Wastewater Services.
- Reviewing Section 94 Car Parking Plan and Roads Plan.
- Developing a Section 94 Open Spaces and Community Facilities contributions plan.

“Our Council works with the community ...”

Involved our community in the planning and decision making processes of Council by:

- Raising awareness and engaging the community through civic panels, deliberative democracy, project websites, advertising, social media, pop up shops, online surveys and Community Connect Magazine.

Actively advocated community issues to other levels of government such as:

- North Creek dredging, Martin Street Marina, Ballina Trawler Harbour, dredging of Ballina Bar and Shark Management Strategy, raising the viewing level at North Wall, construction of new Marine Rescue Tower and Ballina Surf Club, Pacific Highway Upgrade and Koala Habitat management.
- Securing additional revenue opportunities through grant applications from State and Federal Governments. We were successful in receiving funding for:
 - \$200,000 Major Regional Centre Strategy
 - \$2.2 million Airport Airside infrastructure
 - \$850,000 Marine Rescue Tower
 - \$2 million Angels Beach Drive and Roundabout
 - \$4.5million Airport Terminal Expansion
 - \$200,000 Lennox Community Centre Improvements

“Council’s finances and assets are well managed...”

Proactively pursued revenue opportunities, cost savings and / or efficiencies by:

- Developing a procurement procedure based on best practices from local government and other industries.
- Maximising fleet and plant operating surpluses (excluding depreciation) in excess of \$1million each year.
- Enhancing financial sustainability and being declared **Fit for the Future** from the NSW Government.
- Minimising operating costs to major discretionary services eg: Burns Point Ferry, Alstonville and Ballina Swimming Pools, Community Gallery and Community Spaces.
- Maximising revenue generated from non-standard sources eg: commercial property portfolio and visitor services.

Using modern operating systems and applying contemporary practices by:

- Upgrading Authority Financial System, with online requisitions to optimise use.
- Introducing Geographical Information Services (GIS) program - **Intramaps**.
- Implementing barcodes within the Store for accurate stock issue.

Providing effective risk and safety practices by:

- Simplifying our hazard reporting by developing the **Safety + Work + Life** campaign as a stronger visual endorsement of our ‘safety’ value. This proactive approach to risk management resulted in a **reduction in lost time due to workers compensation** from 1,000 hours per annum to 269 hours in 2015/2016.
- Implementing a **Contractor Insurance Management System** so onboarding contractors also follow our value of ‘safety’.

“We are all valued citizens...”

Providing prompt, knowledgeable, friendly and helpful advice by:

- Improving service delivery across all council services as demonstrated in community survey results from 2012 to 2016.

Delivering responsive and efficient services by:

- Increasing efficiencies for road maintenance to pothole repairs.
- Completing maintenance and capital works on time and within **10% of budget**.
- Responding to 12,000 customer requests per annum.

Encouraging a motivated and adaptive workforce by:

- Providing leadership training to supervisors and managers.
- Training **30-field officers in information technology** to enable use of technology and efficiencies in the field.
- Developing, motivating and retaining staff with staff turnover under 10%, training 86% of staff, sick days less than 7-days per employee.



ENGAGED LEADERSHIP



91% community satisfied with our level of communication

94% community satisfied with the level of council services

88% customer requests resolved within service delivery targets.

>\$1mill fleet and plant operating surplus

NSW Govt endorsed Ballina Shire Council Fit for the Future

<269 hours of lost time due to workers comp (2015/2016)

< 10% staff turnover

86% of staff undertaking training to further their skills

The End of the Report is the final document in the Integrated Planning and Reporting Framework for 2012 - 2016.

This document shows our progress in implementing the 10-year Community Strategic Plan (Our Community : Our Future) via the four-year and annual reviews of the Delivery Program/ Operational Plan.

*You can view all these documents on Council's website **ballina.nsw.gov.au***

