

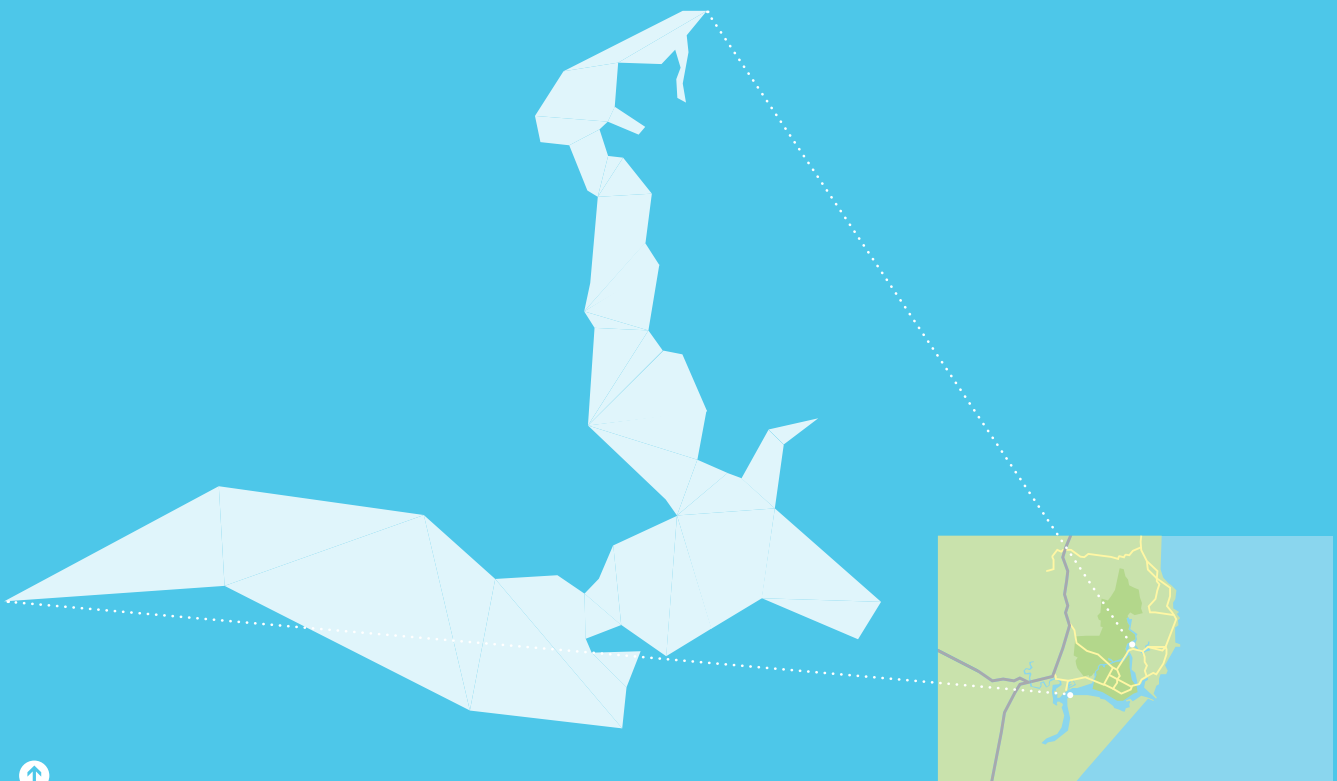
OUR COMMUNITY: OUR FUTURE

COMMUNITY
STRATEGIC PLAN
2013-2023

ballina shire council



OUR COMMUNITY: OUR FUTURE



Our design rationale for this document is based on a conceptual interpretation of its contents. To symbolise the strategic community approach, we have used segmented shapes to represent the elements of the community that fit into the geographic focus – Ballina. Together, the shapes form the Ballina River map. Every element impacts on the challenges, direction and ultimately the future of its entire form – our community. We hope you enjoy the journey and the view.

TABLE OF CONTENTS

P 04	Introduction from our Councillors	
P 06	How to read this document	
P 07	Community Strategic Plan explained	01
P 10	Ballina Shire – past and present	02
P 14	Challenges we face	03
P 16	The future we desire	04
P 19	Directions we will follow	05
P 22	Connected community (CC)	
P 23	Prosperous economy (PE)	
P 24	Healthy environment (HE)	
P 25	Engaged leadership (EL)	
P 26	Measuring our success	06
P 30	Our thanks	

Introduction from our Councillors

Welcome to *Our Community: Our Future our Community Strategic Plan* (Our Plan) that identifies people's values and future visions for the Ballina Shire. Our Plan looks at community needs and aspirations and describes what we want to occur during the next ten years to promote a positive lifestyle and improve the amenity for our residents and visitors.

Our Plan lays the ground work for the Council, the community and other groups to work together to create a Shire that will deliver the best possible future.

More than 1,000 citizens and interested parties have contributed or been involved in developing Our Plan. This contribution has been diverse and highly valued as we have sought to reflect the community aspirations.

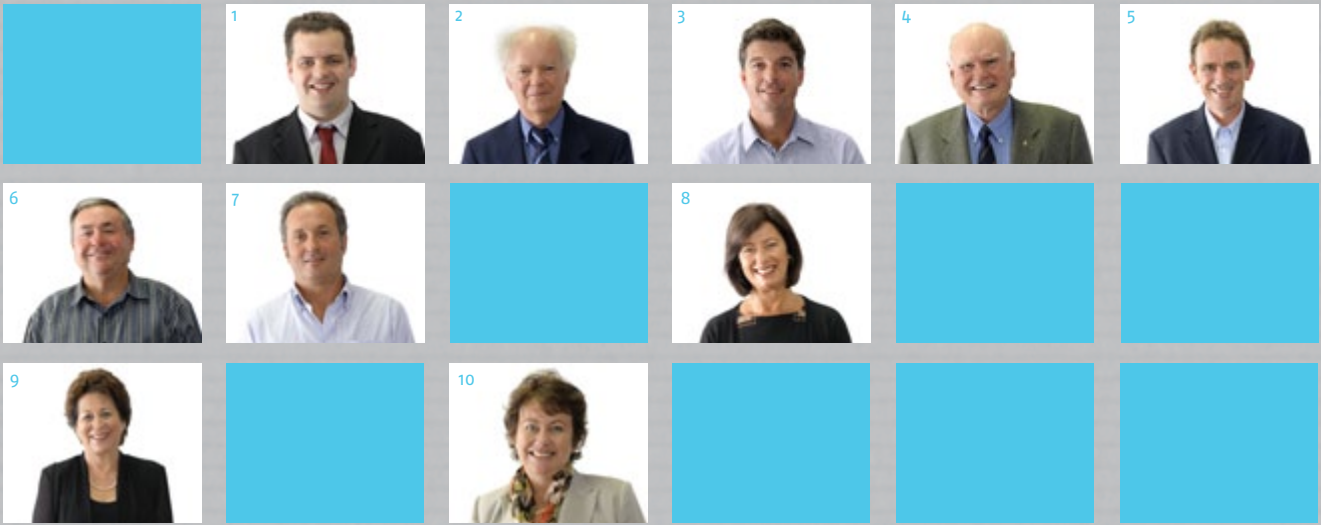
For the next decade we want to enhance the strengths of our Shire. Our beaches, our river systems and the hinterland are all natural attractions that must be protected and where necessary restored to a sustainable condition. At the same time we must be flexible enough to create a dynamic future through a Shire that has vibrant and resilient communities, that nurtures a skilled economic base, with leadership that thinks strategically and acts collaboratively.

We are planning for population growth that is manageable, has adequate infrastructure and minimises any negative impacts on our amenity. To do this our community engagement will be open and respectful and Council decisions will be transparent and accountable.

These are all aspirations that we will be working for as we deliver *Our Community: Our Future*. To achieve this we will make a difference in four key areas: through a Connected Community, a Prosperous Economy, a Healthy Environment and Engaged Leadership. These four areas are the major themes you will see incorporated into Our Plan and other supporting documents such as the Delivery Program and Operational Plan.

Through the initiatives outlined in Our Plan we ask everyone to work together to meet the needs, expectations and challenges that will come with growth in our Shire. The NSW State Government has identified Ballina as an emerging regional centre and it is essential that we act co-operatively to produce a regional centre that delivers a balanced and satisfying lifestyle for all. To do this we will provide leadership that is progressive and captures the spirit of our community.

We look forward to working with you to achieve Our Plan and we encourage you to view and provide comment on this document as it will play an essential role in the future of our Shire.



Our Councillors 1 *Cr Ben Smith* 2 *Cr David Wright* 3 *Cr Jeff Johnson* 4 *Cr Keith Johnson* 5 *Cr Keith Williams* 6 *Cr Ken Johnston*
 7 *Cr Paul Worth* 8 *Cr Robyn Hordern* 9 *Cr Sharon Cadwallader* 10 *Cr Susan Meehan*

Our Plan lays the ground
 work for the Council, the
 community and other groups
 to work together to create a
 Shire that will deliver the best
 possible future.

How to read this document

Our Plan consists of six parts which outlines the objectives of the Community Strategic Plan. It summarises where Ballina Shire is today, the challenges we face, our vision for the future, how we will achieve that vision and how we will measure our success. An overview of this information is as follows.

1. COMMUNITY STRATEGIC PLAN EXPLAINED

The Community Strategic Plan forms part of the NSW Division of Local Government's Integrated Planning and Reporting Framework. There are a number of key elements to this framework and this section provides an overview to assist in understanding how the Community Strategic Plan fits into that overall framework.

2. BALLINA SHIRE – PAST AND PRESENT

It helps to know where we have come from and where we are today so that we can understand where we are heading. The information in this section is sourced from a range of publications to ensure we all have a good understanding of our past and present.

3. CHALLENGES WE FACE

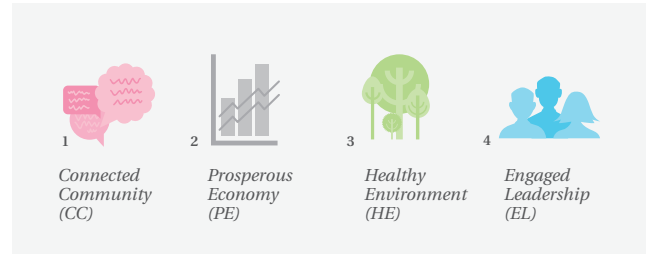
In preparing for the future it is important we recognise and understand the challenges we face.

4. THE FUTURE WE DESIRE

We have created a picture of the future based on our extensive community engagement process. To create our future we identify our vision, our values and the directions we will focus on to guide us to that future.

5. DIRECTIONS WE WILL FOLLOW

To create the future we have identified four key themes by applying a quadruple bottom line (QBL) approach. The use of QBL means that our planning, reporting and decision making will consider the social, economic, environmental and governance implications in the context of achieving our overall vision. This approach is themed by the following icons:



The use of these four themes is incorporated throughout this document.

6. MEASURING OUR SUCCESS

We need to constantly measure where we are heading so that we can understand whether or not we are working towards the future we desire. The key measurements and indicators applied in measuring our success are outlined in this section.



1

COMMUNITY STRATEGIC PLAN



explained

Community Strategic Plan explained

All councils in NSW are required to develop an Integrated Planning and Reporting Framework under legislative requirements prescribed in the NSW Local Government Act. This framework has been put in place to encourage councils, the community and other organisations to work together to plan for the future in an efficient and collaborative manner.

The Community Strategic Plan (CSP) is the visionary long term document within the Integrated Planning and Reporting Framework. It provides the broader strategic direction for a council and outlines the key outcomes that the council, other agencies and the community will be working to achieve such as improved services for health, education, and transport, modern community infrastructure, the environment and viable businesses.

This makes the CSP Council's most important strategic document. The Council will use the document to guide and inform its decision making and planning for at least the next ten years. The council is the key driver of the CSP but its implementation is also the responsibility of all community stakeholders. A Council does not have sole responsibility for implementing or resourcing all of the community aspirations.

This point is important in that a CSP must be read in conjunction with other Federal and State Government based strategies as those documents assist in identifying where other levels of government are investing their resources in coming years.

Documents of particular interest are the Federal Government's *Northern Rivers Regional Plan 2011: Vision to 2020* (Regional Development Australia) and the NSW State Government's *NSW 2021: A Plan to Make NSW Number One, Far North Coast Regional Strategy* (NSW Department of Planning and Infrastructure) and the *Northern Rivers Catchment Action Plan (2013 to 2023)* (Catchment Management Authority).

In respect to Ballina Shire Council's CSP, following an extensive community engagement process we have titled our document; ***Our Community: Our Future***. This document promotes a whole of community – whole of government approach to planning that addresses all areas of life in the Ballina Shire.

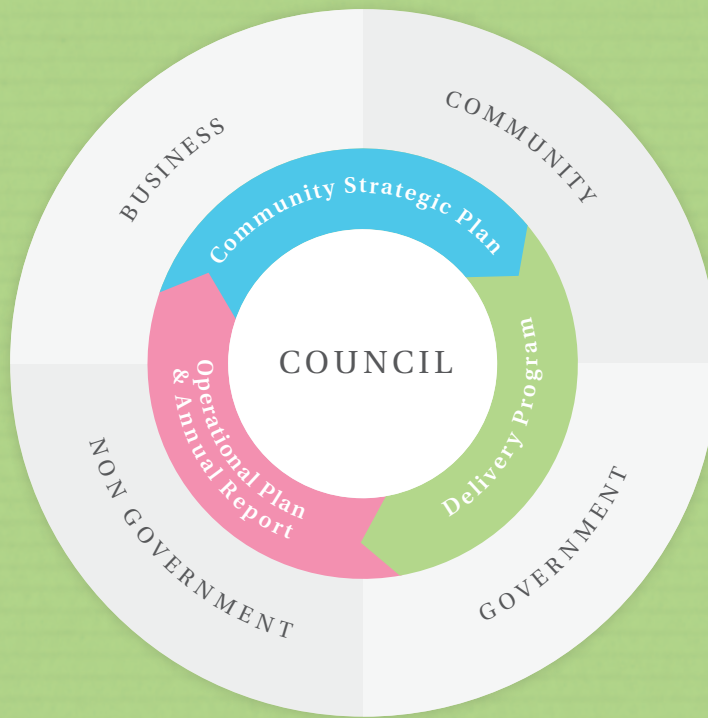
The next step in the Integrated Planning and Reporting Framework is the Four Year Delivery Program. That document outlines all the strategies from the CSP that Council is responsible for delivering. It also covers how these strategies will be resourced and financed. The Four Year Delivery Program is designed as a single point of reference for all key

activities undertaken during the four year term of the elected Council. The final step in this Integrated Planning and Reporting Framework is the Annual Operational Plan. This document outlines the detail of the individual projects and activities Council will undertake each financial year, to meet the commitments made in the Delivery Program.

The CSP is also supported by Council's Resourcing Strategy, which focuses on long term financial planning, workforce planning and asset management plans. The information in that strategy assists Council to translate the outcomes identified in the CSP, for which it is responsible, into actions.

The CSP is deliberately broad in scope. Specific items, services or activities of Council are not contained in the CSP, but rather are outlined in the Four Year Delivery Program and the supporting Operational Plan.

The community owns the CSP and it will serve as the primary resource for guiding Council on the community aspirations.



Social Justice Principles underpinning the CSP

In preparing the CSP Council has applied processes to create an opportunity for the entire community to participate and have their say in Ballina Shire's future. This engagement is based on the principles of social justice, which are:

EQUITY –

There is fairness in decision making and prioritising and allocation of resources.

ACCESS –

All people have fair access to services, resources and opportunities to meet their basic needs and improve their quality of life.

PARTICIPATION –

Everyone has the maximum opportunity to genuinely participate in decisions which affect their lives.

Our community engagement strategy recognises this and in preparing the CSP we have defined outcomes that benefit the entire community and we are encouraging all members of the community to continually provide feedback on its contents.



BALLINA SHIRE



past and present

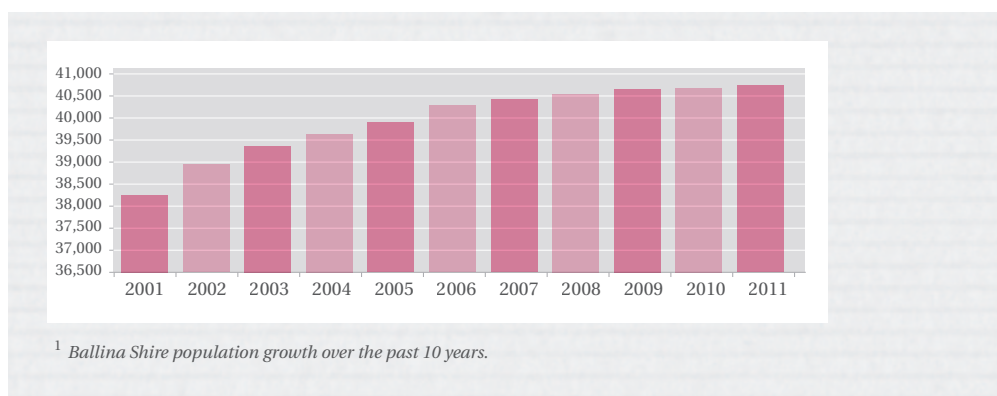
Ballina Shire – past and present

OUR COMMUNITY

Ballina Shire has grown as people seek the lifestyle we enjoy, however our rate of growth has slowed in recent times. After periods of high growth in the 1980s and 1990s, above the NSW State average, the figures for the last ten years show that we have grown at an average rate of 0.7%, which is below the NSW average of 1.1%.

With growth rates dependent on a wide range of variables, many of which are beyond our control, future growth rates are uncertain. We are currently planning for a population of between 45,000 (low growth) to 50,000 (high growth) by 2023. The key locations for future residential development are located at Cumalum, Wollongbar and Lennox Head / Skennars Head and we must provide adequate infrastructure for these growing areas.

Our Aboriginal population has increased from 2.5% of our total population in 2001 to 3.1% today. Research tells us that large sections of the Aboriginal community face social disadvantage and it is important that the services available strive to reduce any disadvantage.



The percentage of our population aged over 60 has increased from 23.9% in 2001 to 28.8%, well above the NSW State average of 20.3%. As a desirable place to retire we expect this trend to continue.

The percentage of our population aged 18 to 34 has decreased from 16.5% in 2001 to 14.6%. We need to encourage our younger residents to remain in our Shire.

Over 60% of the community lives along the coastal strip, and a further 20% live in the villages scattered throughout the Shire. The remaining 20% live in rural areas. This means we have a diverse range of needs for our residents and our service delivery must reflect those needs.

OUR ECONOMY

The services sector accounts for 86% of our Gross Regional Product and 82% of employment within the Shire. Health Care and Social Assistance (15.4%) is the largest sector, followed by Retail Trade (13%), Education and Training (10.5%), Construction (9.1%) and Accommodation and Food Services (9.0%). Most of our businesses are 'small businesses' with less than 50 employees.

Since the 2006 census Health Care and Social Assistance has increased from 13.4% to the current figure of 15.4%. This represents a significant increase for the period and if this trend continues by 2022 the sector will account for 20% of our workforce or one in five people. It is important we plan for this increase.

Ballina Shire – past and present cont.

Of those that live in Ballina Shire 76% work in the Shire. This is a substantial improvement from 67% in 2006.

A clear majority of residents travel to work by car (85%). Options for public transport remain limited and ideally we would like to see public transport options grow with the Shire.

Currently 24.6% of our population has a diploma or degree, which is a significant increase from 16.8% in 2001, however currently 22% of our population is attending a formal education institution, which is a decrease from 25% in 2001. Access to adequate education services is a key outcome for our Shire.

Most residents either own their home or have a mortgage with this figure remaining static at 65% between 2001 and 2011. Similarly, rental properties have remained static at approximately 29% for the past 10 years.

Housing affordability remains a critical issue, particularly as it affects both younger and older people. In 2012, the median house sale price in Ballina Shire was \$411,000 with this figure having dipped from an all time high of approximately \$470,000 in 2010. This latest figure is slightly under the NSW average of \$433,000.

The average land value for a single residential dwelling is \$192,000 which has also decreased from an all time high of \$225,000 in 2010. This figure of \$192,000 is above the NSW country average of \$168,000. We need to plan for an adequate supply of land to provide for a competitive land and housing market.

In 2010/11 Ballina Shire contributed 14.4% and 0.4% to the Gross Regional Product for the Northern Rivers and NSW respectively. This contribution was valued at \$6.1 billion. The largest industry contribution was made by the Financial & Insurance Services sector, with approximately \$128.4 million, or 8.1% of the total GRP for Ballina Shire, followed by Health Care & Social Assistance (7.6%), Manufacturing (7.3%), Retail Trade (7.1%) and Education & Training (6.5%). As an emerging regional centre our contribution to the regional economy should increase.

OUR ENVIRONMENT

Our 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 other major population centres including Lennox Head, Alstonville and Wardell. There are also a number of small villages along the coast and throughout the hinterland.

The coast, the river, the escarpment, and the plateau are four of the standout features for our Shire. These locations, with their associated waterways, natural habitats, farming landscape and cultural and heritage values, along with the beaches and ocean, help to define our place.

About 93% of the Shire is zoned rural or environmental protection. A large proportion of the remaining native vegetation is located on private land, with 2% of the Shire being National Park or Nature Reserve.

The total area of the Shire is 485 square kilometres (48,490 ha) and approximately 60% of the Shire is less than 20 metres above sea level. Only 20% of the Shire is above 100 metres elevation.



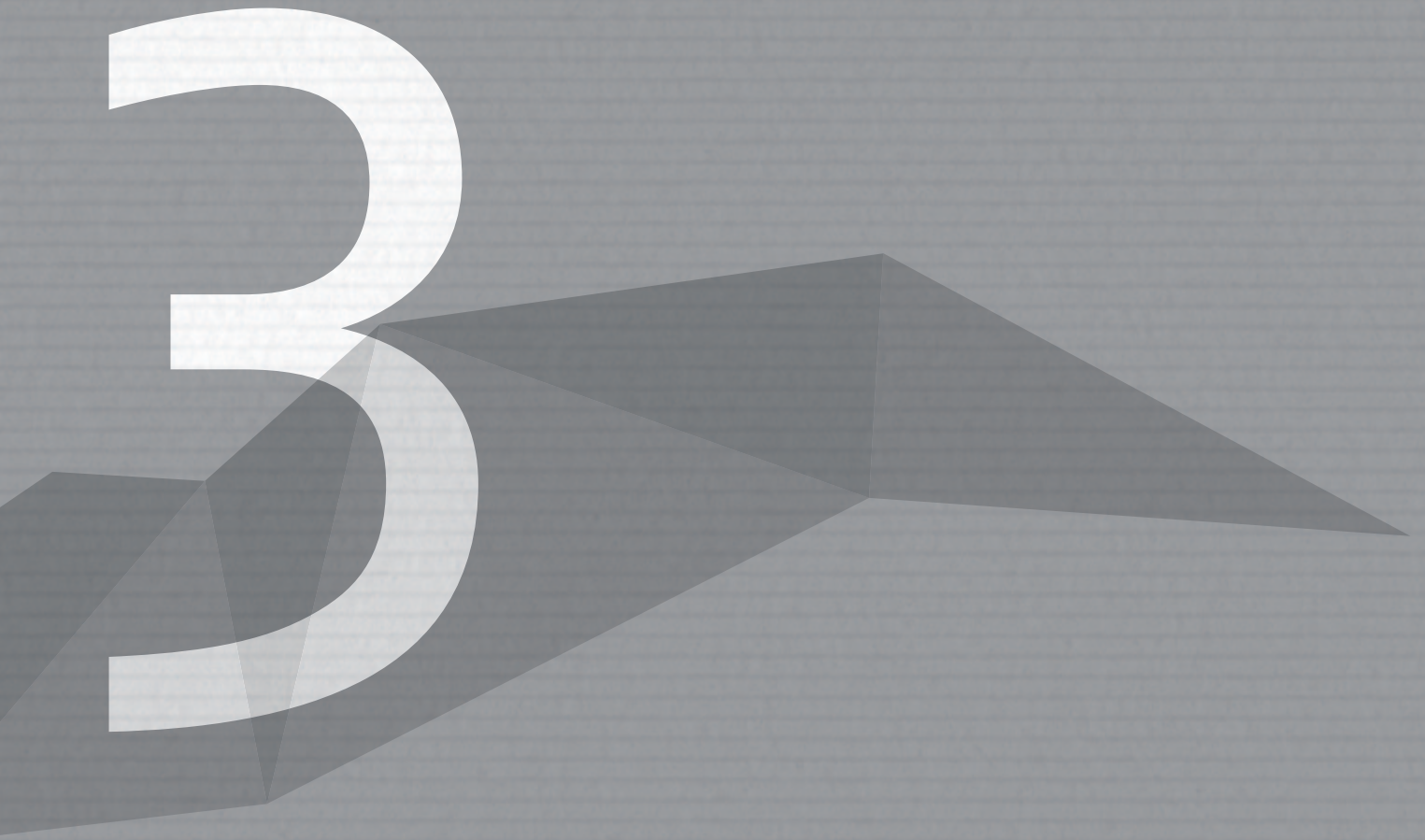
We have significant farmland, yet the pressures for land development can make the economics of farming difficult. Land development and infrastructure development pressure is also being felt in our areas of natural habitat, especially along the scenic escarpment, the lowland forest, and the heath.

About 16% of the Richmond River and its sub-catchments are in good or very good condition, with over a third of the river and catchments being in poor or very poor condition. Improvement in the overall health of the Richmond River is one of the key outcomes for our community.

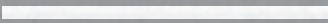
OUR LEADERS

Council employs approximately 300 people in a wide range of professions and we work closely with many volunteer groups and public and private sector organisations. We are a member of the Northern Region Organisation of Councils (NOROC) and it is important that we work collaboratively with other councils, organisations and communities throughout the Northern Rivers region to ensure our collective resources are utilised efficiently and effectively.

The State and Federal Governments are key partners in the delivery of our services. We must engage at all times with these other levels of government to ensure they understand, appreciate and support our shared vision for the Shire.



CHALLENGES WE FACE



Challenges we face

Our community engagement highlighted a number of current and emerging issues that we will face over the next 10 years.

OUR COMMUNITY

- How will we accommodate increases in population which is being directed at Council by the NSW State Government?
- Will an increasing population impact on our amenity and our safety?
- What can we do to foster community connections as we grow?
- How do we cater for an ageing population?
- What can we do to encourage younger residents to stay or return?

OUR ECONOMY

- What can we do to retain and attract business investment to provide a range of job opportunities for people at all stages of life?
- How do we diversify our economy to maximise its resilience against down turns in specific industries?
- How do we enhance our town centres to ensure they remain relevant in tomorrow's economy?
- What can we do to promote tourism to ensure we are competitive against other tourist economies?

- How do we encourage and support small business?
- How do we pursue marina and dredging activities for the Richmond River?

OUR ENVIRONMENT

- How can we reduce the negative impacts of our current and future population on our environment?
- How do we improve the overall health of the Richmond River considering its vast size?
- How do we protect our hinterland?
- What actions can we implement to protect our threatened flora and fauna?
- What will be the impacts of climate change, particularly with respect to sea level rise and flooding?

OUR LEADERSHIP

- How do we best engage the entire community to ensure our planning and decision making reflects the aspirations of our entire community?
- How will the increasingly diverse needs and expectations of our community be funded as we grow?
- How do we fund existing infrastructure priorities and backlogs with a comparatively low general rate base?
- How do we continue to ensure that we retain a local voice as State and Federal Governments move towards a more regionally focused approach?
- How do we operate regionally to ensure that we are competitive as a Shire?
- How do we progress as a Council with the State Government reviewing the role of local councils?
- How do we make the local government county council model more effective and efficient?



THE FUTURE WE DESIRE



The future we desire

In the future Ballina Shire is recognised as a place that has balanced residential growth with protection of the amenity and the environment. The Shire has a more diversified economy, attractive and comparatively affordable housing and our transportation networks, road and air, are the envy of other localities. Our residents are proud to be part of the Ballina Shire and keenly participate in activities that promote and enhance our local attributes. The following is a description of the future our community would like to see:

In 2023, Ballina Shire is a vibrant community with a strong mixture of urban centres. The Shire has a more diversified economy, attractive and comparatively affordable housing and our transportation networks, road and air, work well. More and more of our residents are living and working in our Shire resulting in less dependency on the motor vehicle for travelling to and from work.

The town centres of Ballina, Alstonville and Lennox Head are vibrant shopping locations catering for a range of tastes and needs. Following the completion of the River Street beautification program the town centre of Ballina has a strong mixture of professional services and service industries such as banks, restaurants and cafes. The redevelopment of the Wigmore Arcade and increased car parking has helped ensure the Ballina town centre remains a competitive marketplace

Both Lennox Head and Alstonville cater for localised and boutique shopping experiences with Lennox Head providing the coastal experience and Alstonville a hinterland theme. The new growth

centres of Pacific Pines / Skennars Head, Wollongbar and Cumbalum also provide new shopping experiences through small scale local stores. New sports fields are now in place at each of these three locations to cater for the growing residential populations. In Ballina, the Northern Rivers Community Gallery serves as a vibrant cultural asset for the region and is a popular destination for residents and tourists.

Contemporary community infrastructure including a shared pathway from Lennox Head to West Ballina, a redeveloped Coast Guard Tower with views up and down the coast, along with new surf clubs at Ballina and Lennox Head help encourage visitors to our Shire and provide relevant infrastructure for our residents. Our young people have skate parks and other youth based facilities in each of our population centres.

continued on next page →

OUR VISION

Serving the community of today while preparing for the challenges of tomorrow.

OUR COMMUNITY VALUES (CARES)

Creative • Accessible
Respectful • Energetic • Safe

The future we desire cont.

The overall health of our main waterways such as the Richmond River, Shaw Bay and Lake Ainsworth continue to improve as strategies are implemented to reduce negative environmental impacts.

The gateways, both north and south to Ballina, are heavily vegetated through ten years of plantings and they highlight the environmental strengths of the Shire for people as they arrive and leave.

The Ballina Byron Gateway airport remains the region's number one airport with first class facilities and services provided from within the terminal.

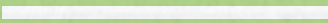
New businesses seek to locate here due to the available land supply, the diverse economy and our connectivity to locations such as South East Queensland. Importantly the business owners and their employees wish to live here and they feel supported in their efforts.

The residents of the Ballina Shire have a great appreciation for their Shire and enjoy the opportunity to participate in local decision making on a regular basis. It is that shared participation that has allowed us to achieve the future we desire.





DIRECTIONS
WE WILL FOLLOW →



Directions we will follow

Our Plan aims to develop new ways to build stronger working relationships with Council, the community and other key stakeholders by linking the community aspirations with the directions of Council. The community aspirations have been grouped under four interrelated themes known as Directions. The four themes apply the Quadruple Bottom Line (QBL) to provide a holistic approach to achieving our vision. These themes and the outcomes we are seeking from each theme are as follows:



CONNECTED COMMUNITY (CC)

During our community engagement, people have told us they want to be a vibrant community, one that recognises the past, 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. We want a community with a strong sense of place that feels safe, with high levels of volunteering and where we know our neighbours. The outcomes we are after are:

- CC1 We feel safe
- CC2 We feel connected to the community
- CC3 There are services, facilities and transport options that suit our needs



PROSPEROUS ECONOMY (PE)

During our community engagement, people told us they want to work close to home to cut down travel time and allow more time with their families. We want a diversity of employment opportunities for all ages, and we want to be attracting businesses and helping businesses to grow when faced with strong national and international competition. The outcomes we are after are:

- PE1 We attract new business and visitors
- PE2 My business can grow and diversify
- PE3 We can work close to home



HEALTHY ENVIRONMENT (HE)

During our community engagement, people told us they want our natural environment to be healthy and we want to restore areas that are currently degraded or are suffering from the cumulative impacts of population growth. People understand we need to grow as a Shire however we want a built environment that we can be proud of and enjoy being in. We want our built environment to meet our needs but not at the expense of our natural environment or of the people who live and work here. The outcomes we after are:

- HE1 We understand the environment
- HE2 We use our resources wisely
- HE3 Our built environment blends with the natural environment



ENGAGED LEADERSHIP (EL)

During our community engagement, people told us they want a community that has confidence and trust in its elected representatives. People want to be involved in the decision making process so that we can support each other when difficult decisions have to be made. We want our resources to be used efficiently and we need to be responsible in our use of those resources. People want Council to act locally but also to play a part in shaping our region by working effectively and collaboratively with other levels of government, private sector organisations and community groups. The outcomes we are after are:

- EL1 Our Council works with the community
- EL2 Council's finances and assets are well managed
- EL3 We are all valued citizens

Now that we have identified our directions and the outcomes we are after we need to know what Council and other parties will do to achieve those outcomes.





Connected community (CC)

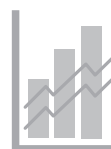
REF:	OUR OUTCOMES AND WHAT COUNCIL WILL DO	WHAT THE BENEFITS WILL BE
CC1	WE FEEL SAFE	
CC1.1	Actively promote crime prevention and safety strategies	Lower crime rates against people and property Crime prevention reduces as a performance gap in our Community Survey which means we feel safer
CC1.2	Ensure adequate plans are in place for natural disasters and environmental changes	The Community is more aware of the plans in place and better prepared for sudden changes
CC1.3	Monitor the built infrastructure and the services delivered to the community to ensure relevant standards are being met	Higher levels of legislative compliance Lower risks of accidents and outbreaks of disease
CC2	WE FEEL CONNECTED TO THE COMMUNITY	
CC2.1	Encourage community interaction and volunteering	There are more people volunteering in our community
CC2.2	Create events, strategies and activities that promote interaction and education, as well as a sense of place	Increase in events, community participation and a sense of place
CC2.3	Assist disadvantaged groups within our community	Disadvantaged groups are better resourced
CC3	THERE ARE SERVICES AND FACILITIES THAT SUIT OUR NEEDS	
CC3.1	Provide equitable access to a range of community services and facilities	Increased satisfaction and participation rates A healthier community
CC3.2	Provide young people with a range of leisure activities along with opportunities for personal development	Increased satisfaction levels and higher youth and young adult retention
CC3.3	Provide strategies for older residents to be part of our community	Older residents are more engaged and active

WHAT THE COMMUNITY AND OTHER LEVELS OF GOVERNMENT CAN DO

- Get to know your neighbours (community)
- Promote and participate (community)
- Help others in an emergency (community)
- Provide a modern health system and services (government)
- Support Aged Care Services (government)

OTHER RELEVANT DOCUMENTS

- Northern Rivers Community Gallery Strategic Plan (Council)
- Ballina Foreshore Master Plan (Council)
- Pedestrian Access and Mobility Plan (Council)
- Shire Wide Heritage Study (Council)
- Aboriginal Heritage Study (Council)
- Playground Equipment Installation Program (Council)
- Ballina Shire DISPLAN (Council)
- Road Safety Strategic Plan (Council)



Prosperous economy (PE)

REF:	OUR OUTCOMES AND WHAT COUNCIL WILL DO	WHAT THE BENEFITS WILL BE
PE1	WE ATTRACT NEW BUSINESS AND VISITORS	
PE1.1	Promote our area as an attractive place to invest and visit	Economy grows and is more resilient Improved range of services
PE1.2	Provide infrastructure that supports business and delivers economic benefits	Increased business in the Shire Minimal commercial vacancies
PE1.3	Minimise the costs and regulatory requirements for doing business	Businesses are more competitive and sustainable
PE2	MY BUSINESS CAN GROW AND DIVERSIFY	
PE2.1	Develop plans that encourage business growth and diversification	Increased business opportunities
PE2.2	Promote and facilitate a range of business activities	Improved perception that Council supports business
PE2.3	Establish planning regulations that encourage opportunities for diversification	Reduced barriers to business operation, expansion, diversification or relocation
PE3	WE CAN WORK CLOSE TO HOME	
PE3.1	Facilitate and provide economic land and infrastructure to support business growth	Increased availability of land and locations to support business activity
PE3.2	Facilitate and provide affordable infrastructure, both business and residential	More residents living close to where they work, with more affordable options available
PE3.3	Encourage technologies and transport options that support work at home or close to home business activities	Reduced commuting and increased percentage who live and work in the Shire

WHAT THE COMMUNITY AND OTHER LEVELS OF GOVERNMENT CAN DO

- Buy local (community)
- Look for local job opportunities (community)
- Promote our Shire as a tourism and business destination (community)
- Encourage decentralisation (government)
- Fund regional infrastructure (government)
- Reduce legislation (government)
- Ensure education facilities reflect contemporary needs (government)

OTHER RELEVANT DOCUMENTS

- Ballina Shire Economic Profile (Council)
- Southern Cross Precinct Master Plan (Council)
- Ballina Shire Bulky Goods Retailing Investigation (Council)
- Ballina Shire Affordable Housing Strategy (Council)
- Visitor Economic Taskforce Report (State)
- Northern Rivers Regional Plan 2011: Vision to 2020 (Federal Government)



Healthy environment (HE)

REF:	OUR OUTCOMES AND WHAT COUNCIL WILL DO	WHAT THE BENEFITS WILL BE
HE1	WE UNDERSTAND THE ENVIRONMENT	
HE1.1	Our planning considers past and predicted changes to the environment	Reduced risk from natural disasters or changes in climate
HE1.2	Promote initiatives that improve our natural environment	Natural environment is maintained and enhanced
HE1.3	Promote our open spaces, reserves and natural areas	Increased use of our open spaces with higher satisfaction levels A healthier community
HE2	WE USE OUR RESOURCES WISELY	
HE2.1	Implement total water cycle management practices	Reduced water consumption per capita
HE2.2	Reduce, reuse and recycle our resources	Reduction in costs and extended life for existing resources
HE2.3	Pursue innovative technologies	Cost and resource use efficiencies
HE3	OUR BUILT ENVIRONMENT BLENDS WITH THE NATURAL AND CULTURAL ENVIRONMENT	
HE3.1	Develop and implement plans that balance the built environment with the natural environment	More people are satisfied with our management of development
HE3.2	Minimise negative impacts on the natural environment	Retention of our natural environment
HE3.3	Match infrastructure with development	No under supply of community infrastructure

WHAT THE COMMUNITY AND OTHER LEVELS OF GOVERNMENT CAN DO

- Respect and promote our natural and built environments (community)
- Be informed on the need for growth and change (community)
- Encourage recycling (community)
- Reduce your use of resources (community)
- Expand public transport (government)
- Enact legislation that balances growth with the environment (government)

OTHER RELEVANT DOCUMENTS

- Local Environmental Plan (Council)
- Development Control Plan (Council)
- Ballina – Lennox Head Recycled Water Master Plan (Council)
- Climate Action Strategy (Council)
- Far North Coast Regional Strategy (State Government)
- Northern Rivers Catchment Action Plan (2013 to 2023) (Federal Government)



Engaged leadership (EL)

REF:	OUR OUTCOMES AND WHAT COUNCIL WILL DO	WHAT THE BENEFITS WILL BE
EL1	OUR COUNCIL WORKS WITH THE COMMUNITY	
EL1.1	Facilitate and develop strong relationships and partnerships with the community	More people feel they can have a say on important issues
EL1.2	Involve our community in the planning and decision making processes of Council	More people in the community proactively participating in Council engagement activities
EL1.3	Actively advocate community issues to other levels of government	Increased levels of State and Federal Government support
EL2	COUNCIL'S FINANCES AND ASSETS ARE WELL MANAGED	
EL2.1	Proactively pursue revenue opportunities, cost savings and/or efficiencies	More financially viable Council resulting in improved asset management
EL2.2	Utilise modern operating systems and apply contemporary practices	Increased efficiencies and higher staff satisfaction levels
EL2.3	Provide effective risk and safety practices	Reduced incidents and lower insurance premiums and related costs
EL3	WE ARE ALL VALUED CITIZENS	
EL3.1	Provide prompt, knowledgeable, friendly and helpful advice	There are more people in the community who consider Council staff friendly and helpful
EL3.2	Deliver responsive and efficient services	Increased community satisfaction levels with Council's customer service
EL3.3	Encourage a motivated and adaptive workforce	High staff retention with a proactive workforce

WHAT THE COMMUNITY AND OTHER LEVELS OF GOVERNMENT CAN DO

- Participate in decision making (community)
- Respect our Shire's resources and assets (community)
- Provide feedback to Council (community)
- Encourage decision making at a local level (government)
- Support financial independence for councils (government)
- Minimise cost shifting (government)

OTHER RELEVANT DOCUMENTS

- Policy Manual (Council)
- Resourcing Strategy – Long Term Financial Plan, Asset Management Plan, Workforce Strategy (Council)
- Urban Stormwater Management Plan (Council)
- Ballina Shire Growth Management Strategy (Council)
- Developer Contribution Plans (Council)
- NSW 2021 : A Plan to Make NSW Number One (State Government)

6

MEASURING OUR SUCCESS



Measuring our progress

The Integrated Planning and Reporting framework requires that Council measure and report to the community on the progress in implementing the CSP. Council will monitor its progress in implementing the CSP through two sets of measures. These are:

COMMUNITY INDICATORS:

“Big picture” indicators are typically available in fixed cycles such as annually, or every second, third, fourth or fifth (census) year. The community indicators we have selected are shown in this section of the document.

OPERATIONAL PERFORMANCE INDICATORS:

These measures will be used to report on the Council’s performance in delivering the activities contained within the four year Delivery Program and annual Operational Plan. The indicators will be reported to the elected Council either quarterly, six monthly or annually.

Data to measure the Community and Operational Performance Indicators will be drawn from Council operational data, survey results, State Government data and information supplied by the Australian Bureau of Statistics. The suite of Indicators will be constantly reviewed for reliability and appropriateness and Council will endeavour to further develop and improve the way it measures and reports on performance and results.

COMMUNITY INDICATORS

	CURRENT	TARGET	SOURCE	MEASURED
CONNECTED COMMUNITY				
Population aged 18 to 34	15%	> 18%	Census	Five Years
Explanation: We are currently below the NSW State average (for this age group) and our aim is to increase this percentage over time as we believe it is beneficial to have a truly representative community.				
Residents who Live and Work in Ballina Shire	76%	> 85%	Census	Five Years
Explanation: The higher the percentage of people who live and work in our Shire the less commuting and the more time people have with their families.				
People Who Depend on Working People	64%	< 70%	Economic Profile	Yearly
Explanation: Current estimates are that over 85% of our population will be dependent on working people by 2036. It is important that we minimise any increase as an over reliance may result in community disharmony and negative social impacts.				
Dwelling Prices compared to the State Average	94%	< 90%	Economic Profile	Yearly
Explanation: We want our house prices to be comparable to other regions to ensure they are affordable and to minimise housing stress in our community.				
Households where weekly rent payments are 30%, or greater, of household income	13.2%	< 13.2%	Economic Profile	Yearly
Households where monthly mortgage payments are 30%, or greater, of household income	8.5%	< 8.5%	Economic Profile	Yearly
Explanation: We want to minimise the impact of housing stress ie. households spending 30% or more of household income on housing. We are currently below the NSW State average for Mortgage repayments, but above for Rent payments.				
People Who Provide Voluntary Work	23%	> 25%	Census	Five Years
Explanation: We believe the higher the participation level of voluntary work the stronger and more unified we are as a community.				
Dwellings with Internet Connection	71%	> 90%	Census	Five Years
Explanation: The more connected we are the more effectively we can communicate.				

continued on next page →

	CURRENT	TARGET	SOURCE	MEASURED
PROSPEROUS ECONOMY				
Contribution to the Northern Rivers GRP	14%	steady	Economic Profile	Yearly
Explanation: If we can increase our contribution to the overall GRP it means we are growing economically at a higher rate than our immediate neighbours.				
Workforce Participation Rate	61%	> 60%	Census	Five years
Full-time employed	51.3%	> 52%	Census	Five years
Part-time employed	36.4%	> 37%	Census	Five years
Away from work	6%	< 6%	Census	Five years
Unemployed	6.3%	< 6.3%	Census	Five years
Explanation: With our population ageing we need to encourage people to remain in work to contribute to our economy and to feel valued. The indicators above refer to people who reported being in the labour force, aged 15 years and over.				
Index of Income Diversity (Australia = 1)	0.82	> 0.85	Economic Profile	Yearly
Explanation: The higher our level of diversity the better off we are to manage changes in the economy.				
Youth undertaking tertiary studies (aged 15-24 years)	679	> 679	Census	Five years
Explanation: We want more of our youth undertaking tertiary studies. This indicator represents the 15-24 age group who reside in Ballina Shire attending either Technical, a Further Educational Institution or University.				
Tourism – Total Visitors (overnight/day trip/international) per annum	627,000	> 840,000	Tourism Research Australia	Four Years
Explanation: If we can maintain growth and then extend the average spend per day per visitor, as per the next indicator; our net economic benefit will increase. These numbers assume a 3% annual growth rate.				
Tourism – Total spend (\$ million)	149	> 220	Tourism Research Australia	Four Years
Explanation: By encouraging visitors to spend more per day we limit any negative impacts that may arise from a need for high increases in tourism numbers (visitors).				

	CURRENT	TARGET	SOURCE	MEASURED
HEALTHY ENVIRONMENT				
Greenhouse Emissions Per Capita (tonnes)	7.4	< 6.0	SOE Report	Four Years
Explanation: Reducing greenhouse emissions provides environmental benefits and lowers our overall use of resources.				
Water Utilisation Per Connection (kilolitres)	223	< 200	Council Records	Yearly
Explanation: Water is a scarce resource and we need to minimise our use through education, conservation and recycling strategies.				
Wastewater Reuse	3%	> 20%	Council Records	Yearly
Explanation: The higher the level of reuse the better we are using our resources.				
Total Waste to Landfill Per Capita (kilograms)	378	< 300	Council Records	Yearly
Explanation: To minimise the use of landfill we need to encourage high levels of recycling and reduce the waste that ends up in the landfill.				
Native Vegetation Cover	20%	> 25%	SOE Report	Four Years
Explanation: Our overall native vegetation cover is low and we need to ensure this does not worsen, and aim to increase the cover where possible.				
Effective Habitat Rating	Very Poor	Poor	SOE Report	Four Years
Explanation: Our current habitat rating is very poor and we need to ensure this does not worsen, and aim to improve, where we can.				
River Health	Fair	Good	Ecohealth Report	Yearly
Explanation: Incorporates the Coastal Zone Management Plan for the Richmond River and allows us to examine fish kills, activities in water quality and planning.				

	CURRENT	TARGET	SOURCE	MEASURED
ENGAGED LEADERSHIP				
Community Satisfaction (including neutral)	88%	> 94%	Resident Survey	Two Years
Explanation: Our aim is to maximise satisfaction levels within the community.				
Satisfaction With Our Level of Communication	86%	> 94%	Resident Survey	Two Years
Explanation: The higher the satisfaction rate the more informed the community.				
Council General Fund Operating Balance Ratio	(12)	> (5)	Financial Statements	Yearly
Explanation: The lower this ratio the higher the level of depreciation being funded by Council which means we are in a better position to fund our community priorities.				
Cost to Bring Assets to a Satisfactory Standard	\$11.8m	< \$10m	Financial Statements	Yearly
Explanation: This figure represents an infrastructure backlog and our aim is to lower this backlog over time to ensure we do not leave any negative legacy to future generations.				



Our thanks

Ballina Shire Council would like to thank the many community members and stakeholders who have provided valuable input into the development of the Community Strategic Plan.

Council will continue to monitor and evaluate the progress of the Community Strategic Plan to ensure it continues to reflect our community's priorities and aspirations.

Council encourages and welcomes feedback regarding this Community Strategic Plan. All correspondence is to be addressed to:

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ballina shire council

