

community strategic plan.

2022–2032

OUR COMMUNITY OUR FUTURE

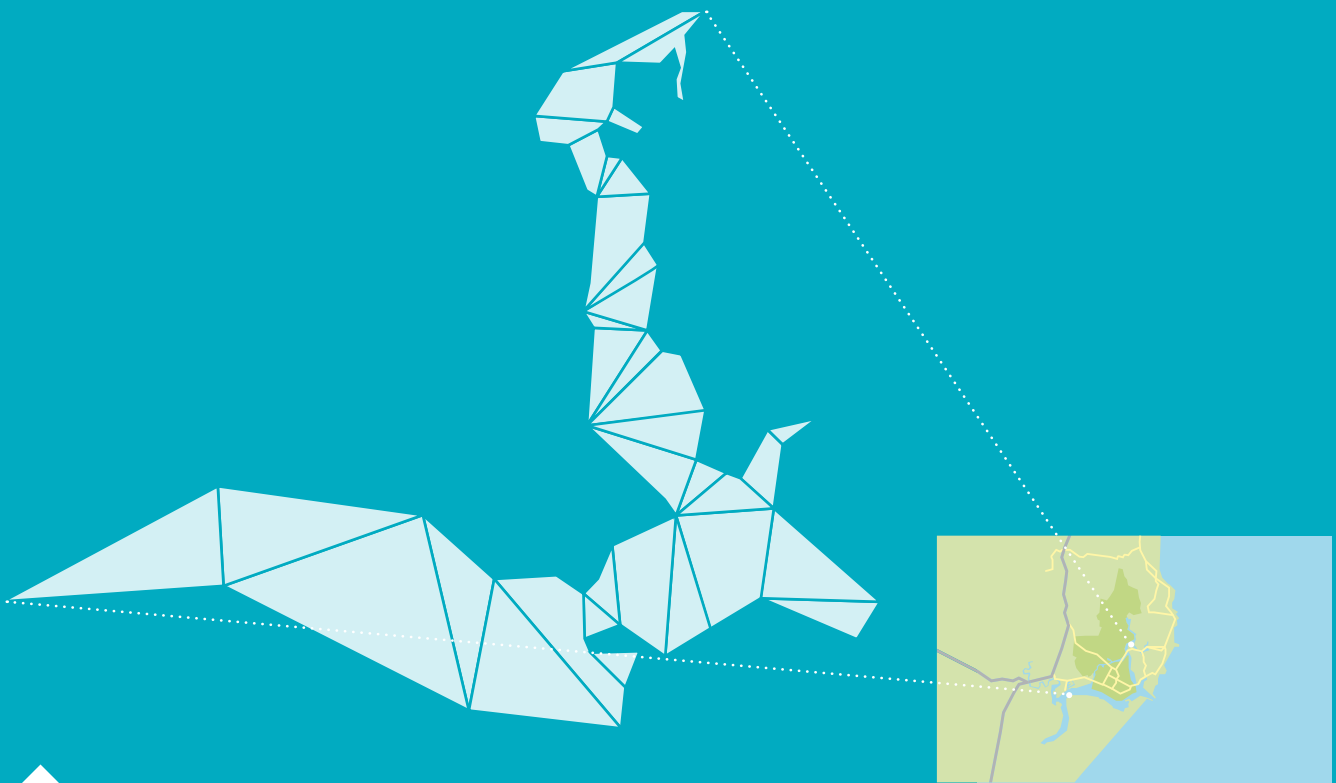
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SUBMISSIONS CLOSE
3 JUNE 2022

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.

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introduction from our councillors

Ballina Shire Council acknowledges that we are here on the land of the Bundjalung people. The Bundjalung are the traditional owners of this land and are part of the oldest surviving continuous culture in the world.

The Ballina Shire is one of the most beautiful places in New South Wales. Our beaches and waterways are spectacular and the hinterland is equally as breathtaking with hidden waterfalls and creeks, and lush pastures that have sustained families for generations.

We are however as much defined by the strength of our community as we are of our natural environment.

As a Council it is our role to protect and enhance our beaches, river systems, bush and natural attractions whilst ensuring we foster sustainable economic development that will provide a wide range of employment and business opportunities. We need to ensure we provide and advocate for facilities, services and infrastructure that caters for the needs of all of our residents, from the young to the elderly.

Our Community Our Future has been our Strategic Plan that has guided our actions since 2017. It identified the community's priorities which then provided the framework for Council's goals, strategies and targets.

It is time, however, to revisit this plan and check in with the community about their aspirations and priorities. In reviewing this plan we asked people of all ages and from a wide range of backgrounds what they wanted the Ballina Shire to look like in ten years' time, and what issues are important to them both now and in the future. We spoke to community groups and individuals through surveys, information sessions and workshops, and these conversations shaped this renewed Community Strategic Plan.

In our conversations with many people from across the Shire the recurring themes were safety, health and happiness, the protection of the environment and finding the balance with economic growth and development so that our lifestyle is not compromised.

Our Community Our Future 2032 is Council's commitment to work in partnership with our residents, community groups and the State and Federal Governments to realise your vision – **The Ballina Shire is safe with a connected community, a healthy environment and a thriving economy.**



Our Councillors 1 Cr Sharon Cadwallader 2 Cr Phil Meehan 3 Cr Rod Bruem 4 Cr Jeff Johnson
5 Cr Stephen McCarthy 6 Cr Eva Ramsey 7 Cr Kiri Dicker 8 Cr Eoin Johnston
9 Cr Simon Chate 10 Cr Nigel Buchanan

“our plan lays the ground
work for the council, our
community and other groups,
working together, to create a
shire that will deliver
the best possible future”

our values

CREATIVE – we want to encourage ideas and be innovative.

ACCESSIBLE – we need to be accessible and responsive to our community and our fellow employees.

RESPECT – we take responsibility for our actions and appreciate everyone’s opinions.

ENERGETIC – we want to be enthusiastic in our approach to work.

SAFE – safety takes priority over all actions and we want everyone to arrive at work and go home from work safe.

our vision

The Ballina Shire is safe, with a connected community, a healthy environment and a thriving economy.



our people

Ballina Shire Council employs 350 staff across a range of areas such as asset management, building services, commercial services, community spaces, development, engineering works, environmental and public health, finance, governance, information services, communications, strategic planning, resource recovery, water and wastewater.

Our Executive Team comprises:

- 1 Paul Hickey, General Manager
- 2 Kelly Brown, Director Corporate and Community
- 3 John Truman, Director Civil Services
- 4 Matthew Wood, Director Planning and Environmental

shire profile

OUR SHIRE

Our main town and commercial centre is Ballina, which is supported by other small towns and centres including Lennox Head, Alstonville, Wollongbar and Wardell. There are also several small villages and districts along the coast and in the hinterland.

Our coast, the Richmond River and the escarpment and plateau near Alstonville are the standout geographic features in the shire.

Their associated waterways, natural habitats, farming landscape and cultural and heritage values, along with the beaches and ocean, help to define our place and communities.

The total area of the Ballina Shire is 485km² and some 93 percent is zoned rural or environmental protection. A large proportion of the remaining native vegetation is on private land.

OUR ECONOMY*

Ballina Shire's Annual Gross Regional Product is estimated at \$2.18 billion and we support almost 4,724** local businesses which provide 17,373 local jobs.

The highest proportion of jobs in the shire are in the services sector, with 17.2 percent of the workforce employed in health care and social assistance jobs and 12.9 percent employed in the retail sector.

We have a diverse industry base including construction, tourism, agriculture, forestry and fishing and manufacturing.

* NIEIR 2021

** ABS 2021

OUR COMMUNITY***

Between 2022 and 2036 the Ballina Shire population is forecast to increase by approximately 6,924 persons, or 13.1% growth, at an average annual change of 1%.

Our population in 2022 was 44,314 people and this is expected to increase to about 51,238 by 2036 when over 34% of our residents are expected to be over the age of 65 years.

We are proud of our cultural heritage, with 3.3% of our residents identifying as Aboriginal and Torres Strait Islanders.

*** Forecast.id data

our location

The Ballina Shire is located in the Northern Rivers region of NSW, the traditional country of the Bundjalung people.



The background is a teal color with a faint image of a lighthouse. At the top, there are several white lines radiating from a central point, creating a geometric pattern. The numbers '01' are prominently displayed in a large, light teal font.

01

***community
strategic
plan***

explained

01

what is a community strategic plan?

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, communities and other organisations to work together to plan for the future in an efficient and collaborative manner.

The **Community Strategic Plan** is the most important of those strategic documents. It identifies the community's future goals, and strategies to achieve those goals by posing four key questions:

- Where are we now?
- Where do we want to be in 10 years time?
- How will we get there?
- How will we know when we've arrived?

Our Community Our Future 2032 is our Community Strategic Plan. It is based on the social justice principals determined by the NSW Government:

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.

Rights – equal rights and opportunities for everyone to participate in community life.

Our Community Our Future 2032 is supported by other plans in the planning framework which reflect the priorities and aspirations identified in the Community Strategic Plan.

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 and viable businesses.

It translates the community's key priorities and aspirations into long-term strategic goals that guide the future direction of Ballina Shire. Safe, healthy and happy communities and protection of the environment were key concerns identified during the community engagement undertaken to develop this plan.

Whilst the Community Strategic Plan is Ballina Shire Council's work, its success inevitably depends upon collaboration and partnership with the community and State and Federal Governments.



our planning framework - engage, plan, resource, deliver

Community Consultation Policy

The Community Consultation Policy details how Council engages with our community and other stakeholders to develop, deliver and measure the success of all plans including the Community Strategic Plan.

Delivery Program and Operational Plan

The **Delivery Program and Operational Plan 2022 – 2025** outlines Council's role in the delivery of projects and services during the four-year term of the elected Council to meet our long-

term strategic goals.

These plans detail the delivery of planned projects, services and budgets for each year. Our progress in delivering each planned project and service is monitored by budget reviews and key performance indicators which are reported back to the community.

An **Annual Report** provides a 12-month review on Council's overall progress and an **End of Term Report** is released prior to the end of the four-year term of each Council.

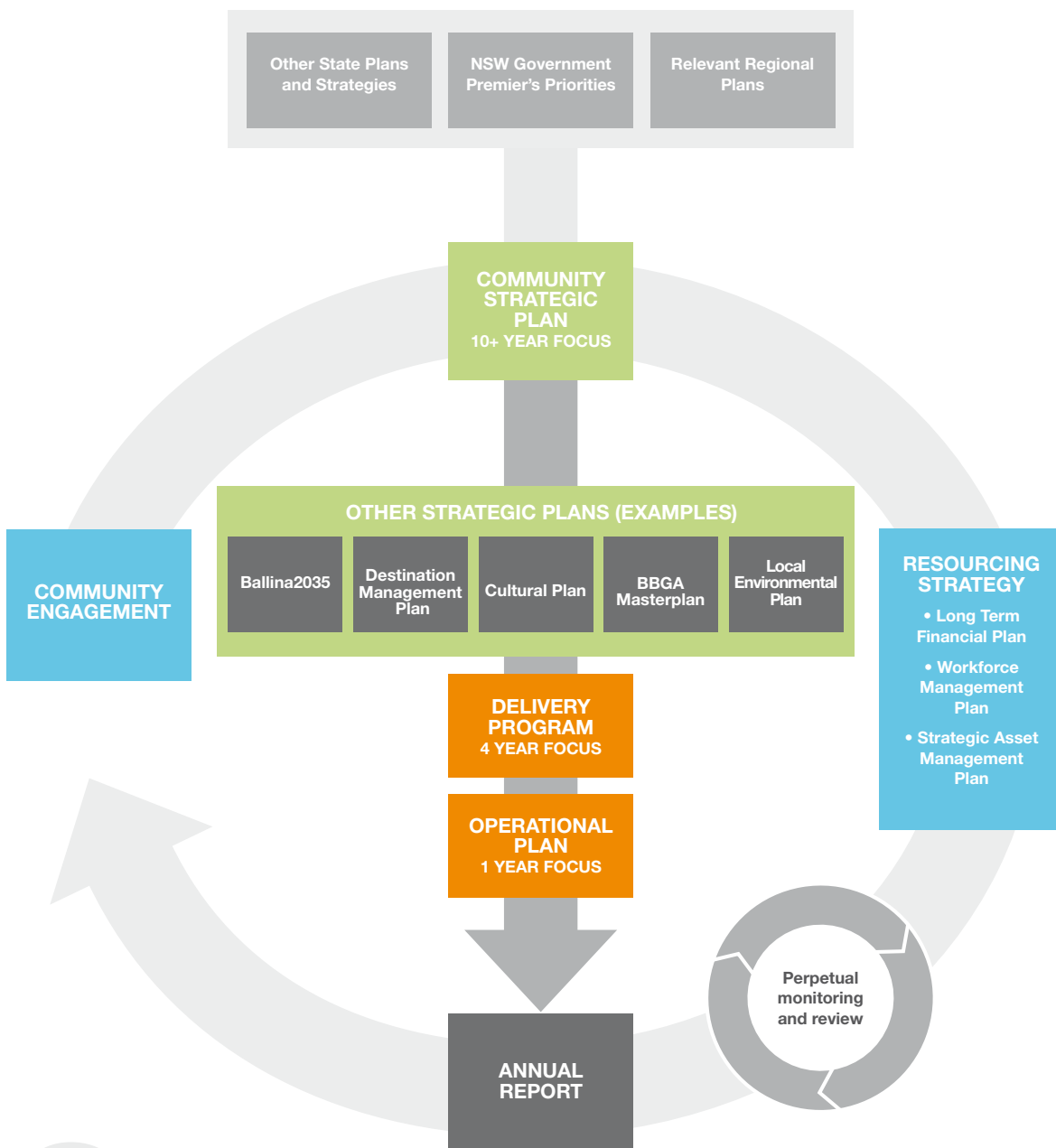
Resourcing Strategy

The Resourcing Strategy outlines Council's capacity to manage assets and deliver services over the next 10 years. It includes a **Long Term Financial Plan**, a **Workforce Management Plan** and **Asset Management Plans**. Council must demonstrate effective financial and workforce management and the continued provision and maintenance of community assets and services.

ipr framework

The Community Strategic Plan forms part of the NSW Office of Local Government's Integrated Planning and Reporting (IPR) Framework.

There is a number of key elements in the framework including reporting requirements. The diagram below illustrates where the Community Strategic Plan fits in the overall framework and how our plans interrelate.





022

***community
partnerships***

02

partnerships within our community



Our Community Our Future 2032

is Ballina Shire Council's Community Strategic Plan but it also involves partnerships and collaboration with the NSW and Federal Governments, councils in the Northern Rivers and community organisations.

Council will show strong and transparent leadership to secure a sustainable future, as well as providing and facilitating a wide range of community services. We will work with all stakeholders to advocate on behalf of our community.

Council's work takes into account local, regional and national issues.

Other interrelated Council Plans:

Ballina Major Regional Centre Strategy 2015 - 2035 (Ballina2035)

Wardell Strategic Plan 2015 - 2035 (Wardell2035)*

Alstonville Strategic Plan 2037

Lennox Head Community Aspirations Strategic Plan

Wardell Strategic Plan 2035

Wollongbar Strategic Plan 2039

Ballina Shire Council's Climate Change Policy 2019

Local Environmental Plans

Development Control Plans

Developer Servicing and Contribution Plans

Specific plans and strategies addressing economic, social and environmental issues (these are further itemised in section 6).

Our Community Our Future 2032

takes into account the goals and priorities identified in the NSW Government's **Premier's Priorities**:

PP1 Lifting Education Standards – Bumping up education results for children

PP2 Lifting Education Standards – Increasing the number of Aboriginal young people reaching their learning potential

PP3 Keeping Children Safe – Protecting our most vulnerable children

PP4 Keeping Children Safe – Increasing permanency for children in out-of-home care

PP5 Breaking the Cycle – Reducing domestic violence reoffending

PP6 Breaking the Cycle – Reducing recidivism in the prison population

PP7 Breaking the Cycle – Reducing homelessness

PP8 Improving the Health System – Improving service levels in hospitals

PP9 Improving the Health System – Improving outpatient and community care

PP10 Improving the Health System – Towards zero suicides

PP11 Better Environment – Greener public spaces

PP12 Better Environment – Greening our city

PP13 Better Customer Service – Government made easy

PP14 Better Customer Service – World class public service

* nsw.gov.au/premiers-priorities, accessed 11 March 2022



03

what you said

about ballina shire

03

what you said about the Ballina Shire

“A caring community is what matters because this makes a difference to people’s lives.”

“Aim for a sustainable economy, one that will support everyone here.”

“The community needs to feel included and consulted around larger, more impactful decisions.”

“We respect each other’s values and lifestyle choices.”

“Care for people and places.”

“Support local innovative industry.”

“Nurture unique qualities of our villages.”

“Enable communities to take action on climate change.”

“Leadership that works cooperatively with state, federal and other councils to further the interests of our shire.”

“Housing affordability for locals to service local businesses.”

“Improve family spaces such as playgrounds and park amenities.”

“Let’s see our councillors be a model of connected community to the shire.”

“We want a vibrant community with activities, attractions, tourism and opportunities for our children.”

“Promotion and expansion of the arts.”

“Conscious inclusion of local Indigenous peoples and their lore within the Ballina community.”

“Slow/stop the unprecedented rate of development that has significantly damaged the community.”

“A healthy environment with lots of outdoor spaces and facilities that encourage health, well-being and social connectedness.”

“Any growth should not be to the detriment of liveability. No-one wants the place to be too crowded or too much traffic. There must be infrastructure and support in place to cope with growth.”

“Businesses will only survive if people can afford to live here.”

“Equitable housing is really important.”

“We need digital capability to support de-centralization and innovation in health, business and leisure.”

“Improve condition of waterways.”

“Ensuring those who work locally can live locally.”

“Liveability has nothing to do with more tourists, shops and businesses but with a respected and preserved valued natural environment.”

“No more development. People live here for the quiet relaxed lifestyle, not traffic jams and diminished natural habitat or farmland.”

“Our economic outlook is so often clouded by the need for growth that it forgets to factor in at what cost to environmental concerns and people’s amenities.”

“In this time of booming employment and housing the focus should be social & sustainable growth.”

“More shopping villages with restaurants and shops that match the coastal lifestyle.”

“Do more to preserve our environment.”

“A safe and easy place to live as a family.”

“The location is perfect, has almost everything you need without being a big city.”



04

what's changed?

04

what's changed?

It has been five years since the Council adopted Our Community Our Future 2017-2027. The community was asked if its Directions and Outcomes still reflected their aspirations and vision for Ballina Shire.

The feedback from the community was wide-ranging and thoughtful. There were no significant concerns relating to the overarching four Directions that underpin the CSP. There were suggested changes in emphasis for some of the strategies that underpin those Directions. People had lots of suggestions about actions that could be taken. These ideas will inform the development of the Delivery Program and Operational Plan.

The vision people have for the shire in 2032 has not changed much. People like living in Ballina Shire: they like the natural environment, including the beaches; the liveability they experience; and the community. The community has concerns that much of what they like is changing and could change more with development and growth in population. The community wants to keep living in a place with a community that retains the features they like.

People's priority is their lived experience: beautiful natural area with the capacity and access to enjoy it, access to facilities and

services, friendly communities, access to recreation. The community does not want growth and development to erode this. The priority issues focused on housing affordability, the environment and road infrastructure.

Outcomes the community thought had not been covered well enough included concepts of heritage, inclusiveness, climate change, and underlying most, that of balance. The concern is to be able to say that the community has achieved a good balance between development and impact on the natural environment and on communities; between the old and the new; between growth and sustainability.

With respect to achieving a 'Connected Community', people not only want to feel safe, they want to feel part of a community, to feel listened to, to contribute to decision-making. They want there to be a sense of community based on caring, honesty, and respect. They do want services and facilities that meet their needs but they also want services and facilities that meet the needs of the community generally. They want a friendly, relaxed community but one that is also diverse and inclusive. They want a community that both respects its Indigenous and non-Indigenous heritage and looks forward to lived, shared culture.

A 'Prosperous Economy' is not only about supporting a growing and diverse business base, but also about liveability. People want the economy to be adaptable, sustainable and provide opportunities but also to be balanced against the other priorities that underpin their liveability: the natural environment, community, services and facilities, and infrastructure.

People's perception of 'Engaged Leadership' outcomes reflects feeling about community in that people want transparency, accountability, honesty, and respect. There is also a sense that leadership involves being a voice for the community in decision-making outside the Ballina Shire or with outside agencies making decision that affect the shire.

A 'Healthy Environment' is a key factor is the community: it is one of the main things people like most about living in Ballina Shire. It is also ranked very high in terms of things that could be improved to make the shire better and as a priority issue. Compared with the other Directions, there was a higher level of concern that the stated outcomes did not quite reflect people's priorities. Healthy Environment Outcomes link in with other Directions through the concepts of sustainability, balance, and liveability.



05

*achieving
our vision*

05

achieving our vision 2032

In 2032 Ballina Shire will have pristine beaches and clean waterways that are home to a wide range of native flora and fauna. The results of the environmental restoration work in the Richmond River catchment will be evident and the preservation and improvement of our natural environment remains a key concern for the community.

The natural beauty of the Ballina Shire is respected and a wide range of people of all ages are able to enjoy the beaches, waterways and hinterland and this contributes to the higher than average wellness statistics when compared to other parts of NSW.

Whilst a significant portion of our population is over 65 years of age, our shire is a very desirable place to live for people of all ages with a range of housing options available to people on varying incomes.

Young families choose to live in the Ballina Shire because of a widely promoted healthy, outdoor lifestyle. Older members of our community enjoy the interaction with children and their parents and everyone looks out for their

neighbours. People living in the Ballina Shire are proud to be known as a relaxed, tolerant, inclusive and respectful community where a sense of equality and fairness prevails.

Ballina Shire residents feel safe in their homes, and in public places which are designed to complement the natural environment. People also have a strong commitment to ensuring the area's indigenous culture is maintained and fostered, mindful the Bundjalung people are the traditional owners of this land.

The Ballina CBD has expanded and features a range of boutique retail experiences as well as a strong mix of professional services and service industries. There is a bustling restaurant and café scene which complements those located in other parts of the shire. The Richmond River is a large part of the attraction of the CBD.

Lennox Head and Alstonville also offer visitors and locals an interesting range of retail services, with Lennox Head providing the coastal experience and Alstonville trading on a hinterland theme.

Ballina is a sought-after location for new businesses and entrepreneurs because of its transport connectivity to Queensland, Sydney and Melbourne and the ready supply of a diverse range of industrial land and office, manufacturing and retail spaces.

The Ballina Byron Gateway Airport remains the region's number one airport providing a range of frequent flight options to various key centres in Australia. The Pacific Highway ensures a safe and reliable carriage for freight and general motor transport.



006

directions

we will follow

06

directions we will follow

Our Community Our Future 2032 outlines what we need to do to realise our vision that Ballina Shire is safe with a connected community, a healthy environment and a thriving economy.

This plan focuses on four areas: connected community, prosperous economy, healthy environment, and engaged leadership. These themes are unchanged from our previous Community Strategic Plan because our feedback from community groups and individuals showed they continue to underpin what we need to do together to create and shape the future of the Ballina Shire.



CONNECTED COMMUNITY

People told us they want to feel connected to a community which is respectful, inclusive and tolerant of all ages and cultures.

We want to feel safe and supported. We want to live in an area that is relaxed, where we know our neighbours, where people are happy and friendly and where the needs of all residents, from the young to the old, and those with disabilities are treated equally and fairly.

The outcomes we want are:

- CC1 We feel safe and resilient.
- CC2 We have a sense of belonging within the community.
- CC3 There are services and facilities that suit our needs.



PROSPEROUS ECONOMY

During our community engagement people told us they want a vibrant and diverse local economy that provides a range of jobs and opportunities for people of all ages.

Importantly, we want to ensure there are job opportunities for our young people so they do not have to leave the area to find work. We want to attract innovative and progressive businesses that will ensure our villages and towns continue to thrive and prosper.

The outcomes we want are:

- PE1 We are an attractive destination.
- PE2 We support business diversity, sustainability and choice.
- PE3 Liveability is high across Ballina Shire.



ENGAGED LEADERSHIP

During our community engagement people told us they want to have confidence and trust in their elected representatives and want a genuine partnership with Council where their voices are heard and their opinions respected.

Our community wants resources to be used efficiently and responsibly. People want Council to act locally but to also work effectively and collaboratively with other levels of government, private sector organisations and community groups to drive economic and social prosperity.

The outcomes we want are:

- EL1 Decision-making is inclusive, transparent, and underpinned by sustainability.
- EL2 Council's finances and assets are well managed.
- EL3 Our leaders work effectively with the other levels of governments and other councils.



HEALTHY ENVIRONMENT

The health and preservation of our natural environment was a strong recurring theme from our community engagement.

We want to continue to find a balance between development and the environment to ensure we preserve what people love so much about living in the Ballina Shire. We want to restore and repair our waterways and areas that have been degraded to maintain aquatic and bird life. We understand the importance of peace, serenity and harmony with nature. We want our built environment to meet our needs but not at the expense of our natural environment or the people who live and work here.

The outcomes we want are:

- HE1 We protect, respect, and enhance our natural environment.
- HE2 Our operational choices are based on sustainability and limit our impact on the environment.
- HE3 Our built environment is respectful of the natural environment and the ecosystem.



connected community (CC)

REF:	OUR OUTCOMES AND WHAT COUNCIL WILL DO	WHAT THE BENEFITS WILL BE
CC1	WE FEEL SAFE AND RESILIENT	
CC1.1	Actively promote safety and well-being strategies	Lower crime rates against people and property Reduce incidences of non-compliance through proactive programs Community is confident that services meet public health standards (pool fences, dogs, food premises, health premises, drinking water health, swimming water health)
CC1.2	Ensure plans are in place for epidemics, natural disasters and environmental changes	The community is well prepared
CC1.3	Monitor the built infrastructure and the services delivered to the community to ensure relevant standards are being met	High levels of legislative compliance Reduced reactive response programs
CC2	WE HAVE A SENSE OF BELONGING WITHIN THE COMMUNITY	
CC2.1	Encourage community interaction, volunteering and wellbeing within all our communities	There are more people volunteering in our community Improved sense of wellbeing and of belonging Disadvantaged members of our community are well supported
CC2.2	Create events and activities that promote interaction and education, as well as a sense of place	Increase in events and community participation
CC2.3	Support and promote our cultures and heritage	We recognize and value our Indigenous history and living culture Our built and natural heritage is a valued part of our community identity
CC3	THERE ARE SERVICES AND FACILITIES THAT SUIT OUR NEEDS	
CC3.1	Provide strategies for older residents to be part of our community	Older residents are more engaged and active
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	Support improved health outcomes by providing equitable access to sporting, recreational and community facilities	Increased satisfaction and participation rates A healthier community

WHAT THE COMMUNITY AND OTHER LEVELS OF GOVERNMENT CAN DO

- Get to know your neighbours (community)
- Promote and participate in events, volunteering (community)
- Provide a modern health system (government)
- Support aged care services (government)

RELEVANT COUNCIL DOCUMENTS

- Ballina Local Environmental Plan 2012
- Development Control Plan
- Pedestrian Access and Mobility Plan
- Ballina Major Regional Centre Strategy (Ballina 2035)
- Wardell Strategic Plan (Wardell 2035)
- Alstonville Strategic Plan 2037
- Wollongbar Strategic Plan 2039
- Active Ageing Strategy

- Road Safety Strategy
- Emergency Management Plan
- Companion Animals Management Plan
- Disability Inclusion Action Plan
- Playground Upgrade Plan
- Climate Change Policy

OTHER DOCUMENTS

- Northern Rivers Regional Plan (Federal Government)
- NSW Government Premier's Priority (State Government)



prosperous economy (PE)

REF:	OUR OUTCOMES AND WHAT COUNCIL WILL DO	WHAT THE BENEFITS WILL BE
PE1	WE ARE AN ATTRACTIVE DESTINATION	
PE1.1	Promote our area as an attractive place to visit and live	Enhanced experiences for residents and visitors Increased population and visitation growth
PE1.2	Provide opportunities for new business	Increased resilience of the local economy
PE1.3	Enhance transport and other business networks regionally	Increased business opportunities and growth regionally
PE2	WE SUPPORT BUSINESS DIVERSITY, SUSTAINABILITY AND CHOICE	
PE2.1	Enhance transport and other business networks	Increased resilience of the local economy Grow and support the green economy
PE2.2	Facilitate a range of Council business activities to support economic development	Council contributes effectively to the local economy Viable commercial portfolio
PE2.3	Provide efficient and cost effective regulatory environment for doing business	Easier to do business Enhance business relationships
PE3	LIVEABILITY IS HIGH ACROSS THE SHIRE	
PE3.1	Support residential development that delivers services close to home	Lower cost of living
PE3.2	Facilitate connectivity and provide affordable infrastructure	More affordable housing Reduced transport costs
PE3.3	Seek to provide a balance between development, natural environment and social amenity	Maintain what people love about living in Ballina 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)

RELEVANT COUNCIL DOCUMENTS

- Ballina Local Environmental Plan 2012
- Development Control Plan
- Ballina Major Regional Centre Strategy (Ballina 2035)
- Wardell Strategic Plan (Wardell 2035)
- Alstonville Strategic Plan 2037
- Wollongbar Strategic Plan 2039
- Ballina Byron Gateway Airport Development Strategy
- Destination Management Plan
- Ballina Marina Masterplan
- Ballina Shire Economic Development Strategy
- Commercial Use of Footpaths Policy
- Mobile Vending on Public Land Policy
- Climate Change Policy

OTHER DOCUMENTS

- Northern Rivers Regional Plan (Federal Government)
- NSW Government Premier's Priority (State Government)



engaged leadership (EL)

REF:	OUR OUTCOMES AND WHAT COUNCIL WILL DO	WHAT THE BENEFITS WILL BE
EL1	DECISION-MAKING IS INCLUSIVE, TRANSPARENT, AND UNDERPINNED BY SUSTAINABILITY	
EL1.1	Facilitate and develop strong relationships and partnerships with the community	More people feel they can have a say on important issues We are known for being prompt, knowledgeable, friendly and helpful
EL1.2	Involve our community in the planning and decision making processes of Council	Improved satisfaction levels with Council's consultation The community understands the planning and decision-making process
EL1.3	Incorporate social, economic and environmental considerations into decision-making	Community and Council more resilient
EL2	COUNCIL'S FINANCES AND ASSETS ARE WELL MANAGED	
EL2.1	Proactively pursue revenue opportunities and cost savings and efficiencies	Council remains financially viable resulting in effective and sustainable 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	OUR LEADERS WORK EFFECTIVELY WITH OTHER LEVELS OF GOVERNMENT AND COUNCILS	
EL3.1	Actively advocate community issues to other levels of government	Increased levels of state and federal government support
EL3.2	Encourage a networked and adaptive approach to meeting regional challenges	Effective response to natural disasters, climate change and epidemics
EL3.3	Deliver responsive and efficient services	Community is satisfied with Council's customer service

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)

RELEVANT COUNCIL DOCUMENTS

- Resourcing Strategy (Asset Management Strategy, Long Term Financial Plan, Workforce Management Plan)
- Delivery Program and Operational Plan
- Ballina Major Regional Centre Strategy (Ballina 2035)
- Alstonville Strategic Plan 2037
- Wollongbar Strategic Plan 2039
- Wardell Strategic Plan (Wardell 2035)
- Ballina Local Environmental Plan 2012
- Development Control Plan

- Pedestrian Access and Mobility Plan
- Active Ageing Strategy
- Emergency Management Plan
- Road Safety Strategy
- Ballina Byron Gateway Airport Development Strategy
- Destination Management Plan
- Local Procurement Policy
- Climate Change Policy

OTHER DOCUMENTS

- Northern Rivers Regional Plan (Federal Government)
- NSW Government Premier's Priority (State Government)



healthy environment (HE)

REF:	OUR OUTCOMES AND WHAT COUNCIL WILL DO	WHAT THE BENEFITS WILL BE
HE1	WE PROTECT, RESPECT, AND ENHANCE OUR NATURAL ENVIRONMENT	
HE1.1	Our planning considers past and predicted changes to the environment	Reduced risk from natural disasters or changes in climate
HE1.2	Undertake and promote initiatives that improve our waterways	Health and use of our waterways is improving
HE1.3	Enhance our open spaces, reserves, natural areas and their heritage values	Increased use of our open spaces Increased satisfaction levels
HE2	OUR OPERATIONAL CHOICES ARE BASED ON SUSTAINABILITY AND LIMIT OUR IMPACT ON THE ENVIRONMENT	
HE2.1	Implement total water cycle management practices	Reduced water consumption per capita
HE2.2	We use our resources wisely	Reduction in costs and extended life for existing resources
HE2.3	Pursue innovative technologies	Cost and resource use efficiencies
HE3	OUR BUILT ENVIRONMENT IS RESPECTFUL OF THE NATURAL ENVIRONMENT AND THE ECOSYSTEM	
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	Reduced impact on natural capital and essential ecosystem services
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)

RELEVANT COUNCIL DOCUMENTS

- Climate Change Policy
- State of the Environment Report
- Koala Plan of Management
- Healthy Waterways Program
- Ballina – Lennox Head Recycled Water Master Plan
- Ballina Coastline Coastal Zone Management Plan
- Shaws Bay Coastal Zone Management Plan
- Lake Ainsworth Coastal Management Program
- Richmond River Estuary Coastal Zone Management Plan

- East Ballina Cemetery Masterplan
- Growth Management Strategy
- Various vegetation management plans
- Killen and Tosha Falls Plans of Management
- Urban Stormwater Management Plan
- Local Environmental Plan
- Section 96 and Section 64 Plans

OTHER DOCUMENTS

- Northern Rivers Regional Plan (Federal Government)
- NSW Government Premier's Priority (State Government)



07

measuring

our progress



measuring our progress

The Integrated Planning and Reporting Framework requires that Council measure and report to the community on the progress in implementing its Community Strategic Plan (CSP). Council will monitor its progress in implementing the CSP through three sets of measures.

COMMUNITY INDICATORS:

“Big picture” measures of Council and the community’s progress in implementing the CSP. These 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.

COMMUNITY SATISFACTION SURVEYS

Surveys conducted by an external provider of 505 people, all of whom were over the age of 18 and not working for, nor having an immediate family member working for, Ballina

Shire Council. The sample group surveyed was weighted by age and gender to reflect the latest available ABS Census data for Ballina Shire Council. These surveys are undertaken every two years.

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 quarterly.

Data to measure the Community and Operational Performance Indicators will be drawn from Council operational data, survey results, State Government data and information routinely 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 its performance and results.

In the ‘Tracking our progress’ supplement at the end of this document, we report on our progress to date against these indicators.



connected community (CC)

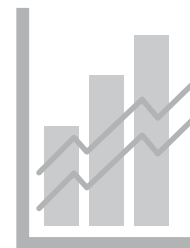
	2016	2021	TARGET	SOURCE	MEASURED
COMMUNITY INDICATORS					
Population aged 35 - 49	17.8%	not yet available	> 21%	Census	Five Years
<i>Explanation: We are currently below the NSW State average (for this age group) and our aim is to increase this percentage over time. The age structure of Ballina Shire's is indicative of the area's era of settlement and provides key insights into the level of demand for services and facilities (as most services and facilities are age-specific). People in this age group often have families and are paying mortgages.</i>					
Walk Score of Ballina	49	49	> 50	Walk Score	Yearly
Walk Score of Alstonville	75	76	> 70	Walk Score	Yearly
Walk Score of Wardell	19	19	> 20	Walk Score	Yearly
Walk Score of Lennox Head	71	71	> 70	Walk Score	Yearly
<i>Explanation: Walk Score analyses walking routes to nearby amenities. Points are awarded based on the distance to amenities such as parks, schools, shopping, dining/drinking, entertainment/culture. Amenities within a 5 minute walk (400 metres) are given maximum points. (www.walkscore.com): 90–100 Walker's Paradise (daily errands do not require a car). 70–89 Very Walkable (most errands can be accomplished on foot). 50–69 Somewhat Walkable (some errands can be accomplished on foot). 25–49 Car-Dependent (most errands require a car). 0–24 Car-Dependent (almost all errands require a car).</i>					
Malicious damage to property	733.2 (NSW Avg 785.5)	593.8 (NSW Avg 624.6)	< 826	BOCSAR	Yearly
Theft incidents	2536.8 (NSW Avg 2865.2)	2213.9 (NSW Avg 2136.6)	< 2711.1	BOCSAR	Yearly
<i>Explanation: Rate is provided per 100,000 population. We want to reduce crime committed so that our community feels safer.</i>					
Visitation to Council pools (# per annum)	233,580	289,549	> 260,000	Delivery Program	Quarterly
Usage of community facilities (hours per annum)	NA	NA	> 25,000	Delivery Program	Quarterly
<i>Explanation: We believe the higher the visitation to community facilities, the more connected we are as a community, and demonstrates that facilities suit our needs.</i>					
People who provide voluntary work (with an organisation)	22.9%	not yet available	> 25%	Census	Five Years
<i>Explanation: We believe the higher the participation level of voluntary work the stronger and more unified we are as a community.</i>					

The outcomes we want are:

CC1 We feel safe and resilient.

CC2 We have a sense of belonging within the community.

CC3 There are services and facilities that suit our needs.



prosperous economy (PE)

	2016	2021	TARGET	SOURCE	MEASURED
COMMUNITY INDICATORS					
Contribution to the Northern Rivers Gross Regional Product	15.46%	16.32%	increase	Economic Profile	Yearly
Ballina Shire Gross Regional Product	\$2.04 billion	\$2.18 billion	increase	NIEIR	Yearly
<i>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.</i>					
Workforce participation rate	53.2%	not yet available	> 62%	Census	Five years
Full-time employed	51.2%	not yet available	> 52%	Economic Profile	Quarterly
Part-time employed	40.5%	not yet available	> 41%	Economic Profile	Quarterly
Unemployed	6.1%	3.6%	1% less than the regional avg	Economic Profile	Quarterly
<i>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.</i>					
Youth undertaking tertiary studies (aged 18-24 years)	28%	not yet available	> 28%	Census	Five years
<i>Explanation: We want more of our youth undertaking tertiary studies. This indicator represents the 18-24 age group who reside in Ballina Shire attending either Technical, a Further Educational Institution or University.</i>					
Tourism – total visitors (overnight/day trip/international) per annum	640,000	845,250	> 800,000	Tourism Research Australia	Four Years
<i>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.</i>					
Tourism – total spend	\$222 million	\$318 million	> \$300	Tourism Research Australia	Four Years
<i>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).</i>					

The outcomes we want are:

- PE1 We are an attractive destination.
- PE2 We support business diversity, sustainability and choice.
- PE3 Liveability is high across Ballina Shire.



engaged leadership (EL)

	2016	2021	TARGET	SOURCE	MEASURED
COMMUNITY INDICATORS					
Community satisfaction (including neutral)	93%	90%	> LGA Coastal Regional Benchmark	Resident Survey	Two Years
<i>Explanation: Our aim is to maximise satisfaction levels within the community.</i>					
Satisfaction with our level of communication	84%	79%	> 94%	Resident Survey	Two Years
<i>Explanation: The higher the satisfaction rate the more informed the community.</i>					
Percentage of customer requests to Council dealt with effectively within allocated timeframe	89%	92%	> 90%	Council Records	Quarterly
<i>Explanation: The higher the percentage, the more effectively Council is responding to customer requests.</i>					
Increase revenue generated from commercial property	\$2 million	\$2.6 million	> \$ 2 million	Council Records	Quarterly
<i>Explanation: The greater the revenue generated from commercial property means our finances are well managed and helps to offset costs to the ratepayer.</i>					
Continue to meet 'Fit for the Future' benchmarks	5 out of 7 benchmarks	7 out of 7 benchmarks	Meet 7 out of 7 benchmarks	Office of Local Government	Yearly
<i>Explanation: Councils deemed Fit for the Future are sustainable and able to deliver quality services to their communities. Benchmarks include financial sustainability, infrastructure and service management and efficiency in service delivery. By being Fit for the Future Council is able to access cheaper finance to build and maintain the facilities our community needs, such as better roads and bridges and regional facilities.</i>					

The outcomes we want are:

- EL1 Decision-making is inclusive, transparent, and underpinned by sustainability.
- EL2 Council's finances and assets are well managed.
- EL3 Our leaders work effectively with the other levels of governments and other councils.



healthy environment (HE)

	2016	2021	TARGET	SOURCE	MEASURED
COMMUNITY INDICATORS					
Greenhouse emissions per capita (tonnes)	7.4	13	< 14.0	Snapshot Climate Report	Financial Year
<i>Explanation: Reducing greenhouse emissions provides environmental benefits and lowers our overall use of resources. Note: Data has improved since 2016 when greenhouse emissions data collection was in its infancy.</i>					
Water utilisation per connection (kilolitres)	173	154	< 165	Council Records	Yearly
<i>Explanation: Water is a scarce resource and we need to minimise our use through education, conservation and recycling strategies. Usage will change dependent on rainfall and weather conditions.</i>					
Recycled water use	12.8%	13.3%	> 20%	Council Records	Yearly
<i>Explanation: The higher the level of reuse the better we are using our resources. Calculated in line with DPOP reporting, that is: recycled water used as a percentage of average dry weather flow</i>					
Total kerbside domestic waste to landfill per capita (kg)	250	182	< 250	Council Records	Yearly
<i>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.</i>					
Habitat restored	20%	20.5%	> 25%	Various	Four Years
<i>Explanation: Our overall native vegetation cover is low and we need to ensure this does not worsen, and aim to restore habitats where possible.</i>					
Ecological Carrying Capacity	Poor	Low	Improve	Various	Four Years
<i>Explanation: Our current habitat carrying capacity is poor and we need to ensure this does not worsen, and aim to improve, where we can.</i>					
River health	Poor +D	D+	Improve	Ecohealth Report	Yearly
<i>Explanation: Incorporates the Coastal Zone Management Plan for the Richmond River and allows us to examine activities in water quality and planning.</i>					

The outcomes we want are:

- HE1 We protect, respect, and enhance our natural environment.
- HE2 Our operational choices are based on sustainability and limit our impact on the environment.
- HE3 Our built environment is respectful of the natural environment and the ecosystem

our thanks + feedback

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

Council will continue to monitor and evaluate the progress of the 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:

General Manager
P O Box 450
Ballina NSW 2478

or feedback:

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council@ballina.nsw.gov.au
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