our community our future

DRAFT COMMUNITY STRATEGIC PLAN 2017–2027

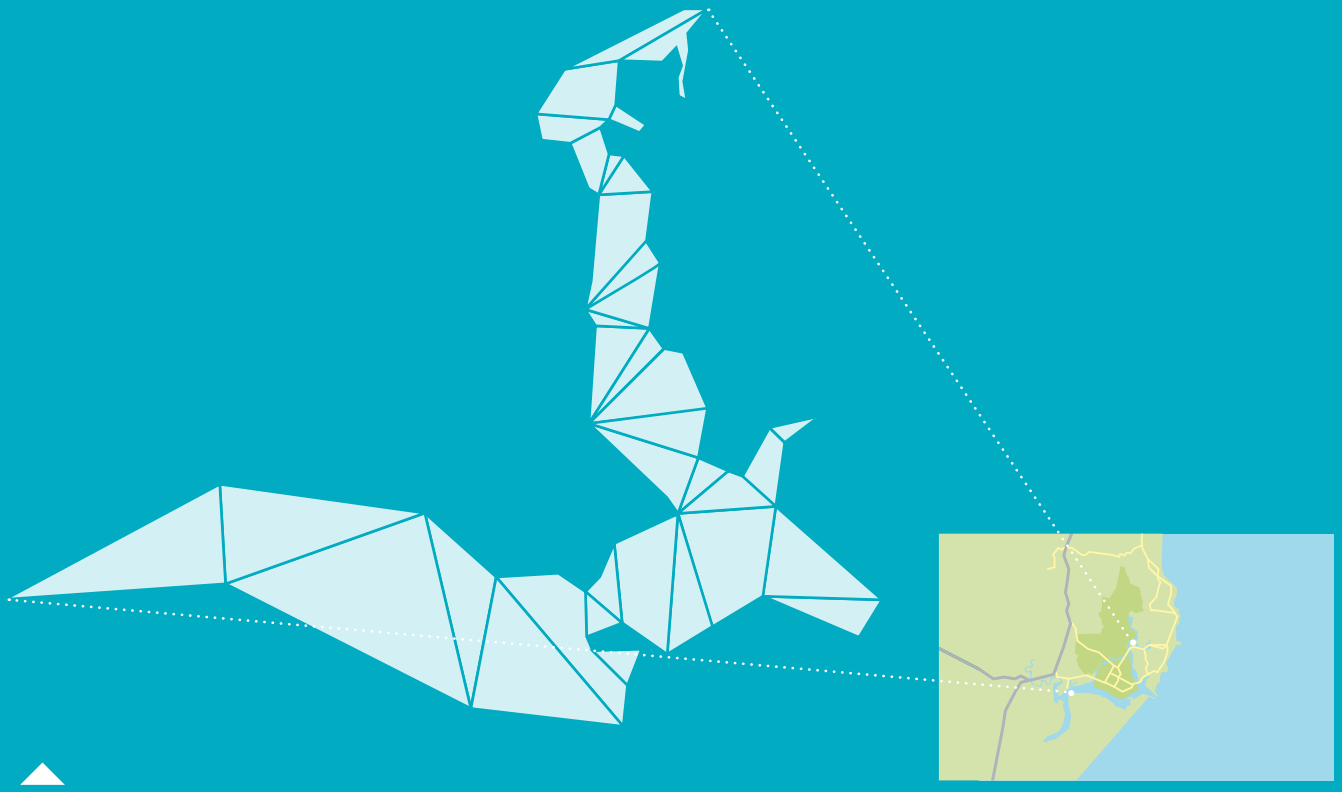
REPORTED MARCH 2017





ballina
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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 is our Strategic Plan that identifies the community's priorities for the next ten years which will provide the framework for Council's goals, strategies and targets.

In developing 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 Community Strategic Plan.

The more technologically advanced our society becomes the more people seem to seek out the simple things in life. We had conversations with more than 1000 people and 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 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 strong connected community, a healthy environment that is treasured and protected with a thriving economy.**



Our Councillors 1 *Cr Ben Smith* 2 *Cr David Wright* 3 *Cr Jeff Johnson* 4 *Cr Eoin Johnston* 5 *Cr Keith Williams* 6 *Cr Stephen McCarthy* 7 *Cr Nathan Willis* 8 *Cr Sharon Parry* 9 *Cr Sharon Cadwallader* 10 *Cr Phil Meehan*

"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 strong connected community, a healthy environment that is treasured and protected with a thriving economy.



our people

Ballina Shire Council employs 300 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, waste management, water and wastewater. Our Executive Management Team comprises:

1 *Paul Hickey, General Manager*

2 *Steve Barnier, Strategic and Community Facilities*

3 *John Truman, Civil Services*

4 *Rod Willis, Development and Environmental Health*

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 a number of 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 $1.77billion and we support almost 4,000 local businesses which provide 15,300 local jobs.

The services sector accounts for the majority of jobs in the shire, with 15.4 percent of the workforce employed in health care and social assistance jobs and 13 percent employed in the retail sector.

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

OUR COMMUNITY

Between 2017 and 2036 the Ballina Shire population is forecast to increase by approximately 8,400 persons, or 19.38% growth, at an average annual change of 0.93%.

Our population in 2015 was 41,828 people and this is expected to increase to about 51,300 by 2036 when over 20% of our residents are expected to be over the age of 65 years.

We are proud of our cultural heritage, with just over three percent of our residents identifying as Aboriginal and Torres Strait Islanders.

our location

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





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, the community 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 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 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 Engagement Strategy

The Community Engagement Strategy details how Council engages with our community and other stakeholders to develop, deliver and measure the success of the Community Strategic Plan.

Delivery Program and Operational Plan

The Delivery Program 2017 – 2021 and annual operational plans outline 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.

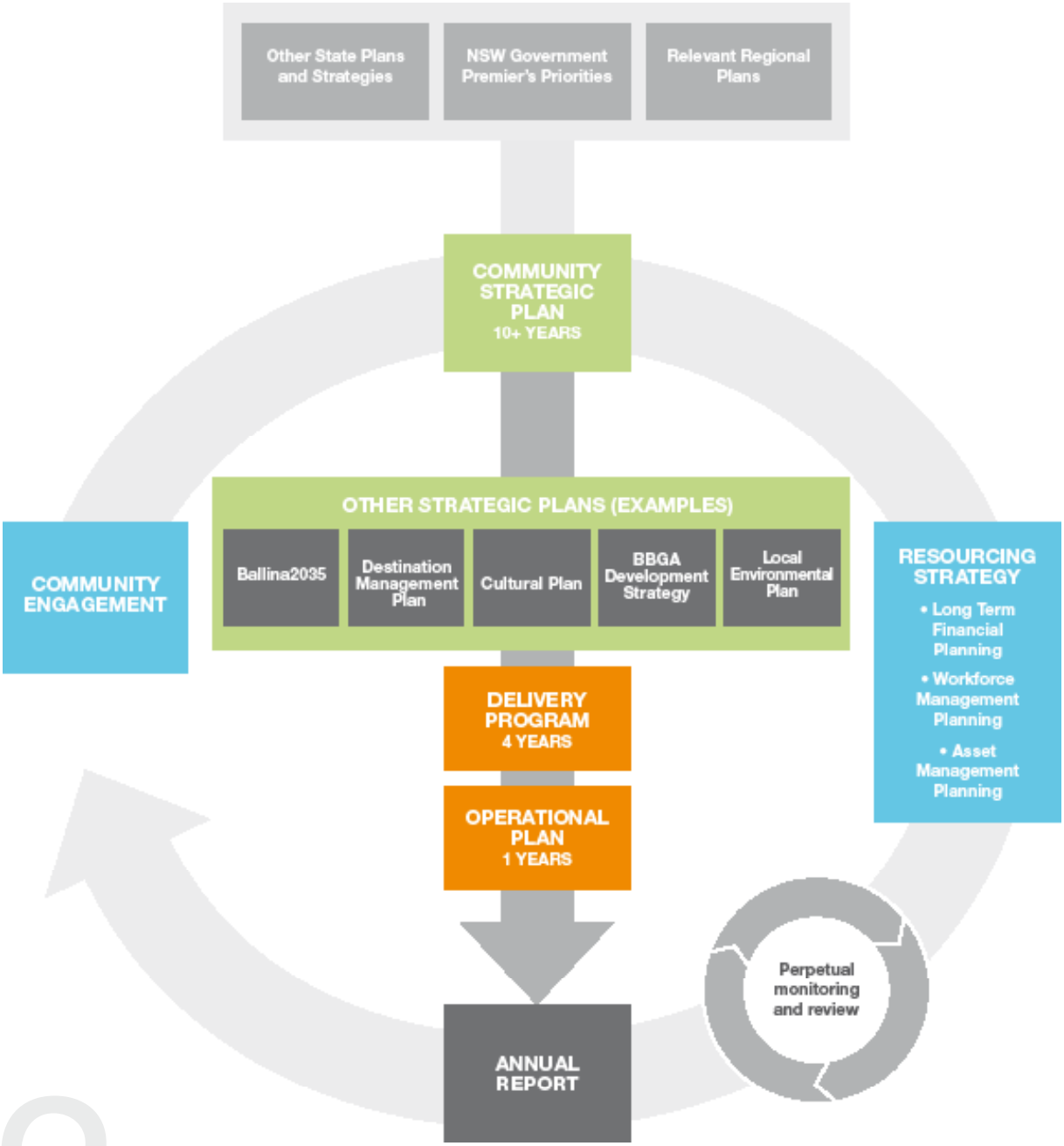
Resourcing Strategy

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 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.





02

community partnerships

02

partnerships within our community



Our Community Our Future 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 and projects often involve areas such as health, environmental protection, community safety, education and transport.

Other interrelated Council Plans:

Ballina Major Regional Centre Strategy 2015 - 2035 (Ballina2035)*

Wardell Strategic Plan 2015 - 2035 (Wardell2035)*

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).

* plans are also to be prepared for Alstonville, Wollongbar, Lennox Head and Skennars Head.

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

PP1 Creating jobs

PP2 Building infrastructure

PP3 Reducing domestic violence

PP4 Improving service levels in hospitals

PP5 Tackling childhood obesity

PP6 Improving education results

PP7 Protecting our kids

PP8 Reducing youth homelessness

PP9 Driving public sector diversity

PP10 Keeping our environment clean

PP11 Faster housing approvals

PP12 Improving government services.



03

achieving our vision

03

achieving our vision

In 2027 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. When asked what is important in their lives in 2027, people nominate health and happiness as priorities.

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.

Since the identification of Ballina as a major regional centre, 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. Ballina has a bustling restaurant and café scene which complements those located in other parts of the shire.

Lennox Head and Alstonville also offer a range of retail services catering for visitors and locals 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 imminent completed upgrade of the Pacific Highway ensures a safe and reliable carriage for freight and general motor transport.



04

what you said

about ballina shire

04

what you said about the Ballina Shire

"Keep making nice areas and beautifying the CBD and surrounds."

"More affordable housing is needed."

"The Richmond River and North Creek are our past, present and future. Look after them."

"We love living here and we are not moving away."

"State growth and housing pressure and land development is placing pressure on existing road and parking infrastructure."

"Don't forget why people come to Ballina. It's coastal and has great waterways but they do require constant remedial action to ensure their health."

"The rural pasture is a highly valuable asset."

"With an emphasis on environmental health comes increased economic potential, the health of people and their communities and a happier community."

"Retain areas of isolated beauty – Boulder Beach."

"It's been said that that we will follow the worst examples on the Central Coast if rumoured housing estates are all simply ticked off."

"Please remember Ballina is rich in tourist attractions many of which do not need to be man-made."

"Environmental protection and rural landscape protection should be high."

"Show more concern for the elderly and the environment."

"Limit new house builds in estates."

"Listen to community concerns."

"Protect the koalas."

"More interaction with us, the ratepayers, on what we want."

"Attract more employers with good jobs."

"I would like to see the western side of Ballina develop and grow into an area that will attract visitors and locals to that part of town."

"Healthier rivers and creeks."

"Greater inclusion in decision making."

"Protect the natural environment from development."

"Better public transport."

"More consideration of small rural areas."

"Preserve and protect the environment."

"Restore and improve the environment."

"An ocean pool."

"Promote our waterfalls."

"Bring more people to Alstonville."

"Clear goal setting and long-term planning."

"Listen to the majority, make better judgments, work within our means."

"Increase parkland/leisure space on all future housing developments."

"Even more concern for our beautiful and unique environment which makes our area so very special."


05
directions
we will follow

05

directions we will follow

Our Community Our Future outlines what we need to do to realise our vision of a safe and happy community, a healthy natural environment and a strong 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.
CC2 We feel connected to 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 attract new businesses and visitors.
PE2 My business can grow and diversify.
PE3 Improve livability in the 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 Our Council works with the community.

EL2 Council's finances and assets are well managed.

EL3 We are all valued citizens.

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 understand the environment.

HE2 We use our resources wisely.

HE3 Our built environment blends with the natural environment.



connected community (CC)

REF:	OUR OUTCOMES AND WHAT COUNCIL WILL DO	WHAT THE BENEFITS WILL BE
CC1	**WE FEEL SAFE**	
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 adequate plans are in place for 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 FEEL CONNECTED TO THE COMMUNITY**	
CC2.1	Encourage community interaction, volunteering and wellbeing	There are more people volunteering in our community Improved sense of wellbeing
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	Assist disadvantaged groups within our community	Disadvantaged groups are well supported
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 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)

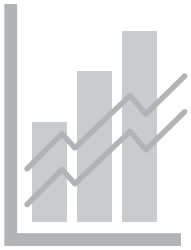
RELEVANT COUNCIL DOCUMENTS

- Ballina Local Environmental Plan 2012
- Development Control Plan
- Pedestrian Access and Mobility Plan
- Cultural Plan
- Ballina Major Regional Centre Strategy (Ballina 2035)
- Wardell Strategic Plan (Wardell 2035)
- Active Ageing Strategy
- Local Disaster Plan
- Road Safety Strategy

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 ATTRACT NEW BUSINESS AND VISITORS	
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	Economy expands over time
PE1.3	Encourage diversification and enhance image of the local economy	Increased resilience of the local economy
PE2	MY BUSINESS CAN GROW AND DIVERSIFY	
PE2.1	Enhance transport and other business networks	Increased business opportunities and growth
PE2.2	Facilitate a range of Council business activities to support economic development	Council contributes to the local economy Council understands the business environment Viable commercial portfolio
PE2.3	Provide efficient and cost effective regulatory environment for doing business	Easier to do business Enhance business relationships
PE3	IMPROVE LIVEABILITY IN THE SHIRE	
PE3.1	Support residential development that delivers services close to home	Lower cost of living
PE3.2	Facilitate and provide affordable infrastructure	More affordable housing
PE3.3	Improve connectivity within the shire	Reduced transport costs

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)
- Ballina Byron Gateway Airport Development Strategy
- Ballina CBD Parking Performance Review
- Destination Management Plan

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	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	Improved satisfaction levels with Council's consultation
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 and cost savings and efficiencies	More financially viable Council resulting in improved asset management
EL2.2	Utilise modern operating systems and apply contemporary practices	Increased efficiences 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 CUSTOMERS	
EL3.1	Provide prompt, knowledgeable, friendly and helpful advice	There are more people in the community who consider Council staff to be 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)

RELEVANT COUNCIL DOCUMENTS

- Resourcing Strategic (Asset Management, Long Term Financial, Workforce Management Plan)
- Delivery Program and Operational Plan
- Ballina Major Regional Centre Strategy (Ballina 2035)
- Wardell Strategic Plan (Wardell 2035)
- Ballina Local Environmental Plan 2012
- Development Control Plan
- Pedestrian Access and Mobility Plan
- Cultural Plan
- Active Ageing Strategy
- Local Disaster Plan
- Road Safety Strategy
- Ballina Byron Gateway Airport Development Strategy
- Destination Management Plan

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 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	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	WE USE OUR RESOURCES WISELY	
HE2.1	Implement total water cycle management practices	Reduced water consumption per capita
HE2.2	Reduce and reuse 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 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)

RELEVANT COUNCIL DOCUMENTS

- Regional State of the Environment Report
- Koala Plan of Management
- Ballina – Lennox Head Recycled Water Master Plan
- Climate Action Strategy
- Ballina Coastline Coastal Zone Management Plan
- Shaws Bay Coastal Zone Management Plan
- Lake AInsworth Management Plan
- Richmond River Estuary Coastal Zone Management Plan
- Various vegetation management plans

OTHER DOCUMENTS

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



06

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 two sets of measures. These are:

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.

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 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.



connected community (CC)

	CURRENT	TARGET	SOURCE	MEASURED
COMMUNITY INDICATORS				
Population aged 35 - 49	19.4%	> 21%	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. 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 off their mortgages.				
Residents who Live in Ballina Shire but travel outside the area for work	26.7%	< 25%	Census	Five Years
Explanation: The less the percentage of people who live in the shire but travel outside the area for work, the more time people have with their families.				
Walk Score of Ballina	49	> 50	Walk Score	Yearly
Walk Score of Alstonville	75	> 70	Walk Score	Yearly
Walk Score of Wardell	19	> 20	Walk Score	Yearly
Walk Score of Lennox Head	71	> 70	Walk Score	Yearly
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. We want to improve the walkability in our urban areas. Walk Scores: 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). Source: walkscore.com				
Assault incidents (domestic and non-domestic)	578.7 (NSW Avg 838.5)	< 578.7	BOCSAR	Yearly
Malicious damage to property	826 (NSW Avg 838.1)	< 826	BOCSAR	Yearly
Theft incidents	2711.1 (NSW Avg 3121.3)	< 2711.1	BOCSAR	Yearly
Explanation: Rate is provided per 100,000 population. We want to reduce crime committed against people and property so that our community feels safer.				
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.				

The outcomes we want are:

CC1 We feel safe.

CC2 We feel connected to the community.

CC3 There are services and facilities that suit our needs.

prosperous economy (PE)

	CURRENT	TARGET	SOURCE	MEASURED
COMMUNITY INDICATORS				
Contribution to the Northern Rivers Gross Regional Product	16.32%	increase	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	62%	> 62%	Census	Five years
Full-time employed	51.2%	> 52%	Economic Profile	Quarterly
Part-time employed	40.5%	> 41%	Economic Profile	Quarterly
Unemployed	4.72%	< 5%	Economic Profile	Quarterly
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.				
Youth undertaking tertiary studies (aged 18-24 years)	28%	> 28%	Census	Five years
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.				
Tourism – Total Visitors (overnight/day trip/international) per annum	615,000	> 650,000	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)	$222	> $250	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).				

The outcomes we want are:

PE1 We attract new businesses and visitors.

PE2 My business can grow and diversify.

PE3 Improve livability in the Ballina Shire.

engaged leadership (EL)



	CURRENT	TARGET	SOURCE	MEASURED
COMMUNITY INDICATORS				
Community Satisfaction (including neutral)	94%	> 94%	Resident Survey	Two Years
Explanation: Our aim is to maximise satisfaction levels within the community.				
Satisfaction With Our Level of Communication	91%	> 94%	Resident Survey	Two Years
Explanation: The higher the satisfaction rate the more informed the community.				
Continue to meet 'Fit for the Future' benchmarks	Meet 5 out of 7 benchmarks	Meet 7 out of 7 benchmarks	Office of Local Government	Yearly
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.				

The outcomes we want are:

EL1 Our Council works with the community.

EL2 Council's finances and assets are well managed.

EL3 We are all valued citizens.

healthy environment (HE)



	CURRENT	TARGET	SOURCE	MEASURED
COMMUNITY INDICATORS				
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)	173	< 170	Council Records	Yearly
Explanation: Water is a scare resource and we need to minimise our use through education, conservation and recycling strategies.				
Wastewater Reuse	39%	> 40%	Council Records	Yearly
Explanation: The higher the level of reuse the better we are using our resources.				
Total Waste to Landfill Per Capita (kilograms)	250	< 250	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	Poor	Improve	SOE Report	Four Years
Explanation: Our current habitat rating is poor and we need to ensure this does not worsen, and aim to improve, where we can.				
River Health	Poor +D	Improve	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.				

The outcomes we want are:

HE1 We understand the environment.

HE2 We use our resources wisely.

HE3 Our built environment blends with the natural environment.

our thanks

ballina shire council

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 Draft 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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Submissions close: 28 April 2017





ballina
shire council

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