



Balranald Shire

Community Strategic Plan 2027



ACKNOWLEDGEMENT TO COUNTRY



This Community Strategic Plan acknowledges the Traditional Owners of Country throughout the Shire of Balranald – the Mutthi Mutthi, Paakantyi and Ngiampa tribes and their continuing connection to their Country and communities. We pay our respect to them, their cultures, and to elders both past and present.

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1. Forward by the Mayor



On behalf of Balranald Shire Council, I am pleased to present the Balranald Shire Community Strategic Plan 2027.

In 2012 Council engaged with its community and developed the Community Strategic Plan – Balranald 2022 which established the community's vision and has guided the direction of the Shire.

After the September 2016 elections, Council reviewed the Balranald Community Strategic Plan (CSP) and consulted with the community to test the validity and currency of the plan. Subsequently, Council developed the Balranald Community Strategic Plan 2027 which was advertised for public comment and was adopted by Council at its meeting on 27th April 2017.

Council realises the importance of consultation with its community to ensure we are working towards achieving the needs and future aspirations of members of our Shire. This plan is an important document as it articulates the vision of how we, as a community, want to position ourselves for the future.

Council has an important role as a service provider to our community in assisting with achieving the strategies outlined in this plan. However, this plan is one which belongs to the whole community and I look forward to working with all of you as we work together to achieve our shared vision of a vibrant, resilient and engaged community that is able to capitalise on its many assets and encourages a strong sense of civic participation and pride.

Council has a very moderate rate base from which it can draw upon to fund many of the stated goals. We will as a Council continue to explore opportunities to increase our income streams and reduce any unnecessary expenditure so we can continue to fill the role of service provider as we work together to achieve the goals outlined in this plan.

I encourage all of you to read this plan and consider how you can contribute to making the Shire a great place to live and work.

**Cr Leigh Byron
MAYOR**

2. The Development of Our Community Strategic Plan

All New South Wales local councils are required by the *Local Government Act 1993* to develop a Community Strategic Plan.

The CSP essentially addresses four key questions for the community:

- **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 have arrived?**

The Integrated Planning and Reporting (IP&R) framework recognises that communities share similar aspirations, a safe, healthy, and pleasant place to live, a sustainable environment, opportunities for education and employment, and reliable infrastructure. The difference is how each community responds to these needs.

This framework allows Balranald Shire to draw their various plans including state and federal plans together, understand how they interact so that the community can get the maximum benefits from their efforts by planning holistically and sustainably for the future.

IP&R plans in a nutshell: key components to remember	
Community Strategic Plans...	Address four key questions: <ul style="list-style-type: none">• Where are we now?• Where do we want to be in 10 years time?• How will we get there?• How will we know we've arrived?
Long Term Financial Plans...	<ul style="list-style-type: none">• Show councillors and the community how the council will achieve financial sustainability over the long term• Incorporate easy to read commentary to explain financial information, not just spreadsheets• Include different scenarios (eg planned, optimistic, conservative), as well as a sensitivity analysis
Asset Management Policy, Strategy and Plans...	<ul style="list-style-type: none">• Demonstrate how the council's assets will enable the implementation of the Community Strategic Plan• Describe the condition of key assets, preferably using easily understandable maps or tables• Identify acceptable levels of services as discussed with the community• Determine where the council will intervene to improve assets
Workforce Plans...	<ul style="list-style-type: none">• Identify current and predicted workforce issues and explain what the council is going to do to address in order to achieve the Delivery Program
Delivery Programs...	<ul style="list-style-type: none">• Summarise the activities the council has prioritised over a four year term to achieve the Community Strategic Plan• Address the full range of the council's operations• Are the key 'go to' document for councillors
Operational Plans...	<ul style="list-style-type: none">• Show detailed actions, which are clearly linked to the related activity area in the Delivery Program• Include a Statement of Revenue Policy

The CSP must incorporate the following principles:

- Identification and prioritisation of key local community needs and aspirations and consideration of regional priorities
- Identification of strategic goals, needs and aspirations
- Development of activities and prioritisation of actions, to work towards strategic goals
- Long term strategic goals and activities are achieved within Council resources
- Regular review to evaluate progress towards achieving strategic goals
- Utilisation of an integrated approach to planning, delivering, monitoring and reporting on strategic goals
- Collaboration with others to maximise achievement of strategic goals
- Management of risks to the local community, Council and area in an effective and proactive way
- Appropriate evidence based adaptations to meet changing needs and circumstances

Review of Balranald 2022

Following an ordinary election of councillors, the Council must review the Community Strategic Plan before 30th June of the year following the election. The Council may endorse the existing plan, endorse amendments to the existing plan or develop and endorse a new community strategic plan, as appropriate to ensure that the area has a community plan covering at least the next 10 years.

Council has reviewed the existing CSP, recent studies, base line data and reports related to the social and economic development of the Shire and the region (see Section 11 for key reference documents and websites) and decided to endorse the existing plan with amendments. As part of this review Council conducted a workshop to confirm that the overall strategic direction was still valid and confirm if there were any new focus areas.

Continued engagement and the development of genuine partnerships with all community stakeholders will be ongoing throughout the implementation and monitoring of *Balranald Shire 2027* as per Council's adopted Community Engagement Strategy.

This Community Strategic Plan needs to be read in conjunction with the Delivery Program 2017-2021 and the Operational Plan 2017-2018.

3. A Snapshot of Balranald Shire

Balranald Shire Council (BSC) is located in the south western district of NSW, approximately 850km south west from Sydney and 450km north of Melbourne. It covers an area of 21,699 square kilometres, making it the fifth largest Shire in the State. The main townships are Balranald (population 1,200) and Euston (population 600), located on the banks of the Murrumbidgee and Murray Rivers respectively. Other localities in the Shire include Kyalite, Oxley, Penarie (Homebush), Hatfield and Clare. The total population of Balranald Shire is just under 2300 persons. Approximately 7 percent of the Shire's population is Indigenous.

The Balranald Shire is often described as '*a potential geographer's living classroom*' (Toohey, 2010). It is the pivotal place of two great Australian landscapes: to the east the Riverine Plain and to the west the Murray Darling Depression. Their respective formation processes have created today's unique vegetation landscape.

Balranald Shire's waterscape is unique with 5 Rivers meandering and converging within and around the shire (the Murrumbidgee, Murray, Lachlan, Wakool & Edward rivers). This makes the area an ideal destination for fishing, camping, boating, canoeing, kayaking or just chilling on the banks.

Culturally the Shire is rich in both Indigenous and non-Indigenous history. Mungo National Park, which is part of the world heritage listed Willandra Lakes region, is primarily located in the Balranald Shire and has world archaeological significance with evidence of human occupation dating back at least 50,000 years. South-western NSW was settled by Europeans from the late 1840's, and the Shire has important sites showcasing pastoral industry, inland port heritage and colonial built infrastructure.



The economy of the Balranald Shire Council is strongly connected to agriculture including grains (dryland and irrigated), sheep and cattle. However diversification has occurred to encompass horticulture, viticulture, organic agriculture, tree (fruit and nut), timber harvesting and tourism.

The Sturt Highway provides the east west route for flow of goods, services and visitors to the Shire.



Balranald Shire at a Glance

Area: 21,699 km²
Population: 2,283 (2011 ABS)

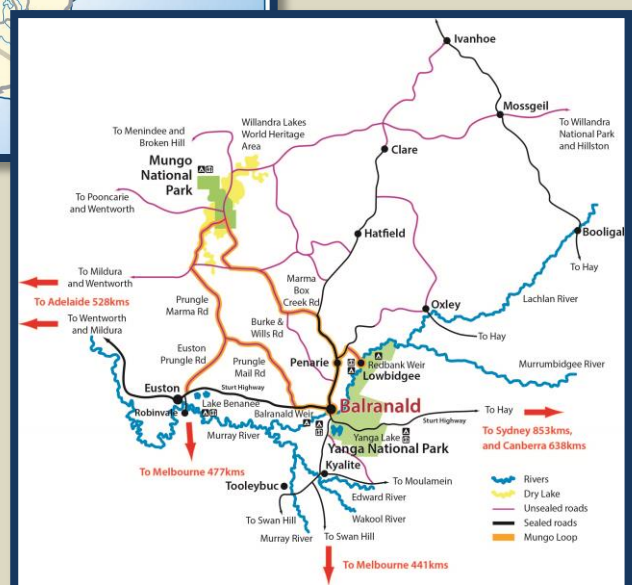
Road length: 1,620.34km
Bridges: 3

Main industry: Agriculture

Median Age: 41 years
Ethnicity: Australian
Indigenous Australians: 7% of population

Education: 30.1%

Household size and composition: 2.4



4. Our Planning Framework

Balranald Shire 2027 was developed as part of the *Integrated Planning and Reporting Framework* and is the overarching document that will be supported and integrated into all of Council's other planning documentation.

Our planning framework is illustrated in the following diagram:



4a. Links with Other Plans

There are currently two Draft Plans on exhibition that have the potential to significantly impact on the CSP. These are the Draft Far West Regional Plan and the Draft Far West Initiative, both released by the NSW Government. Key parts of these plans considered in the CSP are detailed below.

Draft Far West Regional Plan

The NSW Government has released the [Draft Far West Regional Plan](#) which outlines a vision to diversify the economy by supporting job growth, and strengthening the region's strategic centre Broken Hill, and other key areas throughout the region.

The ***Draft Far West Regional Plan*** has three goals for the region:

- A diverse economy with efficient transport and infrastructure networks.
- An exceptional and distinctive natural environment.
- Strong and connected communities.

The plan is currently on exhibition; however it represents an important body of work that has been considered in the development of this plan.

Southern Region

Priorities:

- Capture economic benefits from mining.
- Support the growth of renewable energy industries.
- Support the growth and diversification of agribusiness.
- Support the establishment of value-added manufacturing industries.
- Promote tourism opportunities.
- Sustainably manage water resources, including the Murray and Darling rivers.
- Build community resilience to population and demographic change.
- Resolve skilled worker shortages.
- Build resilience to climate change and natural hazards.
- Foster strong cross-border networks and connections with neighbouring Victorian settlements, including Mildura.
- Capitalise on key freight corridors, including the Silver City and Sturt highways.

Centres and employment

- a. Local centres: Wentworth and Balranald.
- b. Main economic drivers: Agriculture, mining and tourism.

Priorities:

- Support industrial land development and protect industrial areas from incompatible land uses.
- Reinforce existing centres and commercial precincts as the primary locations for retail and commercial activities, including the revitalisation of main street areas.
- Identify opportunities to expand tourism activities and enhance visitor experiences.

- Support the delivery of increased housing choice, including seniors housing, aged care, and social and affordable housing.
- Appropriately locate future rural residential development.
- Support the continued provision of health and education services.
- Support improvements to public and community transport services to connect smaller towns and villages to local centres, and to connect to Mildura, Sydney, Melbourne and Adelaide to access higher-order services.
- Improve telecommunications to support business activities and service delivery such as e-health and education services.

Economic opportunities

Priorities:

- Establish new mining operations in areas of mineral potential.
- Diversify agribusiness and capitalise on value-added manufacturing opportunities for agricultural produce.
- Develop renewable energy industries, including solar.
- Expand tourism opportunities and experiences.
- Establish new businesses linked to improvements in telecommunication services.
- Support the growth of irrigated agriculture.



Draft Far West Initiative

The NSW Government established the Far West Initiative in response to recommendations from the Independent Local Government Review Panel and as part of the [Fit for the Future](#) reform package.

The Panel identified the need for a new approach to governance in the Far West that would improve service delivery in the region and provide better community outcomes.

The Far West Initiative brings together eight local councils: Balranald, Bourke, Brewarrina, Broken Hill, Central Darling, Cobar, Walgett and Wentworth with the Unincorporated Area, non-government organisations (NGOs) and key government agencies to develop solutions for the unique challenges faced by communities in Far West NSW.

Initially the focus of the Initiative is on ensuring local government is well placed to support and address the unique challenges and complex needs of their local communities, while considering broader reforms needed across all three levels of government in Far West NSW.

The Far West Initiative is subject to review and advice from the NSW Government.

5. Implementation, Monitoring and Evaluation

Balranald Shire 2027 is not a Council plan, but a long term planning document tool for all stakeholders with an interest in the future of the Balranald Shire and its communities.

In compliance with the *Integrated Planning and Reporting Framework*, the Balranald Shire Council will develop –

- A *Community Engagement Strategy*- based on social justice principles for engagement with the local community;
- a *Resourcing Strategy* – for resources required to implement the strategies established by the community plan that the council is responsible for including a long term financial plan, a workforce management strategy and an asset management plan policy, strategy and plans;
- a *Delivery Program*- detailing the principle activities to be undertaken by council to implement strategies established by the CSP within the resources available under the Resourcing Strategy over 4 years; and
- an *Operational Plan* –detailing the activities to be engaged in by the council during the year as part of the delivery program covering that year including a statement of revenue policy and a detailed annual budget.

To comply with the reporting requirements of the legislation and the *Planning and Reporting Guidelines for Local Government in NSW*, the Balranald Shire Council will establish the following reporting processes:

- an **Annual Report** outlining achievements against the *Delivery Program* and effectiveness of the principal activities undertaken in achieving the objectives in the CSP;
- audited financial statements as part of the *Annual Report*;
- an **End of Term Report** by the outgoing Council which outlines achievements in relation to the civic leadership, social, economic, and environmental objectives of *Balranald Shire 2027*. This *Report* will be presented to the final meeting of that Council;
- **Progress Reports** at least every 6 months in respect to the principal activities detailed in the Delivery Program; and
- **Budget Review Statement** not later than 2 months after each quarter (except the June quarter).

Balranald Shire 2027 is designed to have a 10 year life; however, it is not expected that the CSP will be set in stone for that period. Every four years the Balranald community will have the opportunity to revisit and modify *Balranald Shire 2027* when a new Council is elected. Each review process will roll the plan forward by another four years, ensuring the Balranald community always has a 10 year plan.

6. Our Community Vision Statement

Our Community Vision Statement is what our community aspires to become, without its current barriers, but tied to what we value. The statement below is the intended outcome for our Balranald Shire and its communities through the implementation of our *Balranald Shire 2027*:

“To create a better, more vibrant, more resilient and more engaged community, by capitalising upon its human, cultural, environmental and business assets and encouraging a strong sense of civic participation and pride”.



Our Community Vision Statement is based upon what we see as our ‘**Six Pillars of Well Being**’ that will enable us to achieve our potential and designed state, namely –

‘Six Pillars of Well Being’

Pillar 1

OUR PEOPLE

A community that is proactive, engaged, inclusive and connected

Pillar 2

OUR PLACE

A liveable and thriving community that maintains lifestyle opportunities and addresses its disadvantages

Pillar 3

OUR ECONOMY

A community that ensures a strong and resilient economy

Pillar 4

OUR CULTURE

A community that respects and celebrates its diverse cultures, heritage and arts

Pillar 5

OUR INFRASTRUCTURE

A community that maintains and strengthens its natural and built environment

Pillar 6

OUR LEADERSHIP

A community that values and fosters leadership, lifelong learning, innovation and good governance

7. Our Community Guiding Principles

The 'community conversations' process clearly identified a number of values that were highly appreciated by community residents, namely –

- sense of community;
- rural roots and connection;
- family connection;
- unity;
- sense of history;
- positivity;
- lifestyle;
- liveability;
- cultural and religious diversity;
- environment;
- amenities and aesthetics;
- opportunity and options;
- safety and freedom;
- partnerships and collaboration; and
- accountability.

The following community guiding principles provide the philosophical context for the *Balranald Shire 2027*.

Social Inclusiveness Valuing and respecting the contribution of all community members, regardless of age, gender, ability, ethnicity, cultural background or length of residency
Partnership and Collaboration All organisations committing to cooperate, collaborate and network to ensure maximum positive outcomes for the residents of the Shire
Sense of Community Retaining the unique sense of rural township, country feel heritage, safety, freedom and family/community connection
Positive Mindset Fostering community attitudes that embrace change, proactive 'can do' behaviours, optimism, hopefulness and the belief in the community being architects and builders of social and economic future
Access and Equity Providing all residents with adequate health, educational, learning, housing and recreational opportunities facilities and programs
Asset and Opportunity Focus Building upon local assets, capacities, creativity, diversity and existing initiatives; and facilitating opportunities and experiences that enable all residents to see and experience their communities as places of potential and opportunity
Respect for the Environment and Sustainable Practices Respecting the natural environment, cultures and heritage and ensuring that the needs of the present are met without compromising the ability of future generations to meet their needs
Celebration Encouraging pride and time of celebration relating to the community's heritage, uniqueness, cultures and achievements
Transparency and Accountability Ensuring all initiatives, programs and services have transparent performance monitoring, review and evaluation
Business Excellence Encouraging a strong, innovative, customer-focused, profitable and collaborative business environment

8. Council's Role as a Service Provider to our Community

Throughout the ten-year timeframe of *Balranald Shire 2027* Council will continue to carry out a wide range of important functions and provide necessary services, both to the community and internally. Council is guided in this role by the *Local Government Act 1993* and is no longer just “roads, rates and rubbish”. Our community and our legislative framework require a broader mandate.

These services include:

General Manager	Description
Mayor and Councillors Office	Providing advice and support to Mayor and Councillors with their role and undertaking research on policy and strategy matters, particularly communication.
Media Management	Media and press liaison. Conduct day to day management of Council in accordance with strategic plans, programs, policies and resolutions of Council.
Emergency Management	Coordinate the organisation and functions of the Local Emergency Management Committee.
Section 355 Committees	Provides support and assistance to the operation of Section 355 Committees throughout the Shire.

Corporate	Description
Corporate Planning	Development of Council's Operational Plan, Delivery Program, Workforce Planning, Annual Report, Policies and business process improvements.
Administrative Support and Governance	Provides administrative support, advice and guidance including, meetings, legislative and statutory requirements. Political representation and governance.
Human Resources	Advise on human resource and employee relations issues. Guidance of WH&S training, review and compliance.
Customer Service	Provides counter service at Balranald, including Roads & Maritime Services functions.
Libraries	Provides Library and information services.
Records	Provides organisational records management, mail and delivery services.
Budget	Provides finance services including long term financial planning, balance sheet management and maintain the integrity of the finance system.
Investments	Management of Council's investment portfolio.
Finance Management	Statutory and financial reporting and control of Council's financial management systems.
Payroll	Administration of Council payroll systems.
Audit	Liaison with Council's external auditors.
Inventory	Management of inventory systems.
Revenue	Management of revenue collection & assessment, debtors, banking, loan borrowings, setting of annual rates and water charges.
Tourism & Economic Development	To promote and encourage tourism across the Shire. Encourage new developments and industry into the Shire while value adding to existing industries and agricultural activities.
Strategic Planning	Monitor and review the Community Strategic Plan
Information Technology	Provides the computing infrastructure for BSC staff.
Aged Care	Provide aged care facility and independent living units
Insurances	Management of insurance premiums, claims, and insurance risk management issues.

Economic & Community Development	Description
Strategic Planning	Monitor and review the Community Strategic Plan.
Tourism & Economic Development	To promote and encourage tourism across the Shire visitor economy. Encourage new developments and industry into the Shire while value adding to existing industries and agricultural activities.
Community Services	Provides Community Services, child care & youth, education and health & medical services.
Social & Community Development	Building community capacity and social empowerment through the delivery of forums, workshops, events and seminars to build the communities social fabric.
Communication Strategy	Provide Corporate Image, Council Newsletter, social media, website and public relations.
Youth Affairs	Provide youth liaison and engagement.
Community Land Strategy	Leases and licences over Crown land.

Engineering	Description
Roads & Drainage	Manage road bridge drainage network including: <ul style="list-style-type: none"> • Asset Management • Infrastructure planning and investing • Survey and design • Tender and construction • Subdivision and private works
Transport Management and Planning	Investigate transport management issues including: <ul style="list-style-type: none"> • Traffic management/reduction • Bike paths • Transport strategy • Road classifications • Load limits
Road Maintenance	Undertake routine maintenance for roads and drains including roads, footpaths, kerb and gutters, signs, street furniture and line marking.
Parks and Gardens Maintenance	Maintain parks gardens and reserves, play equipment and park furniture.
Weeds and Pests	Provide general township maintenance and cleaning services.
Fleet Management	Identification and control of noxious weeds and pests.
Flood Control	Operate and maintain Council's fleet and plant.
Water and Sewerage	In addition to control measures, actively participate in the formulation and implementation of flood mitigation strategies.
Waste Management	Provide and maintain water and sewerage services to towns in the Shire.
Community Facilities	Provide waste management services to the Shire community and to encourage waste reduction, reuse and recycling practices.
Public Health	Provides and maintains Council's community buildings
Building Maintenance	Provide public health services and promote best practise to maintain sound public health standards throughout the Shire.
Building Control	Maintain Council and community building infrastructure.
Animal Control	Provide an effective, competitive building approval process within the Shire, while maintaining standards and good design.
Complaints	Provide animal control services throughout the Shire.
Land Use Planning	Investigate complaints received and necessary enforcement.
	Administer statutory land use planning processes in conformity with LEP/DCP's.

9. Our Community Strategic Objectives

Our 16 community strategic objectives derive from our six pillars of wellbeing –

Pillar 1: OUR PEOPLE

A community that is proactive, engaged, inclusive and connected

Community Strategic Objectives:-

- 1.1 Create opportunities for all community members to socialise and connect.
- 1.2 Create and promote opportunities for community awareness and participation in the life of our community.
- 1.3 Involve, support and prepare our young people with the skills and knowledge to fully engage with the community and achieve their potential.

Pillar 2: OUR PLACE

A liveable and thriving community that maintains lifestyle opportunities and addresses its disadvantages

Community Strategic Objectives:-

- 2.1 Promote and develop our Community as a lifestyle, work and business destination.
- 2.2 Create opportunities to assist community members who are disadvantaged, or have a disability.
- 2.3 Provide and promote a wide range of lifestyle opportunities and activities, facilities and the environment to provide safe and inviting communities.

Pillar 3: OUR ECONOMY

A community that ensures a strong and resilient economy

Community Strategic Objectives:-

- 3.1 Strengthen the capacity and opportunities for our local economy.
- 3.2 Develop and promote our community as a desirable place to stop, shop and stay and experience the Outback and river environments of South Western NSW.
- 3.3 Lobby and facilitate the community gaining its fair share from regional investment to ensure sustainable provision of appropriate social, cultural and physical infrastructure.

Pillar 4: OUR CULTURE

A community that respects and celebrates its diverse cultures heritage and arts

Community Strategic Objective:-

- 4.1 Promote opportunities to acknowledge and celebrate our diverse cultures, heritage, artistic expression, religions and faiths.

Pillar 5: OUR INFRASTRUCTURE

A community that maintains and strengthens its natural and built environment

Community Strategic Objectives:-

- 5.1 To preserve and enhance our natural environment.
- 5.2 Promote key health, community communications and infrastructure improvements.
- 5.3 Plan, maintain and develop key transport, energy and community infrastructure.

Pillar 6: OUR LEADERSHIP

A community that values and fosters leadership, lifelong learning, innovation and good governance

Community Strategic Objectives:

- 6.1 Promote strong leadership and governance that underpins a more strategic approach to community engagement, community and regional development and organisational sustainability.
- 6.2 Strengthen collaboration and partnerships across all levels of government.
- 6.3 Advocate on issues and opportunities to achieve our community aspirations.



10. Our Key Community Strategies, Priorities and Actions

Responding to our set of 16 strategic objectives, key strategies with priorities and actions and defined responsibilities are outlined below. Each community strategy builds upon identified assets and capacities, while also responding to perceived community issues and challenges.

Acronyms and abbreviations can be viewed on page 40.

Pillar 1: OUR PEOPLE A community that is proactive, engaged, inclusive and connected



Strategic Objective 1.1: Create opportunities for community members to socialise and connect

Strategy	Priorities & Actions	Responsibility	Council's Role
1.1.1 Expand opportunities for social interaction	a. Facilitate family friendly community events	Community	Advocate
	b. Foster a celebratory culture	Community	Advocate Cultural Committee
	c. Support activities that promote volunteerism and link communities	BSC, Community	Facilitator Tourism Coordinator
	d. Support the community by facilitating access to local funding and grants	Community, BSC	Facilitator Tourism Coordinator

Strategic Objective 1.2: Create and promote opportunities for community awareness and participation in the life of our community.

Strategies	Priorities & Actions	Responsibility	Council's Role
1.2.1 Implement a Welcoming Strategy.	a. Recognise new residents during Australia Day celebrations.	BSC	Facilitator
1.2.2 Encourage understanding, respect and tolerance between our diverse communities.	a. Create opportunities to share and celebrate cultural diversity and achievements.	Community	Advocate
	b. Foster greater leadership involvement by Indigenous community members.	BLALC, BSC	Leader
1.2.3 Improve communications and information dissemination	a. Continue Shire Community newsletter and increased use of social media as a communication tool	BSC	Leader
	b. Develop community directory.	BSC	Facilitator
	c. Maintain quality community websites.	BSC	Facilitator
1.2.4 Improve Council engagement with the community	a. Regular Council e-newsletter, social media posts.	BSC	Leader
	b. Implement Councils Community Engagement Strategy.	BSC	Leader

Strategic Objective 1.3: Involve, support and prepare our young people with the skills and knowledge to fully engage with the community and achieve their potential.

Strategies	Priorities & Actions	Responsibility	Council's Role
1.3.1 Develop and implement a Youth Strategy.	a. Investigate options for the appointment of a Youth Worker.	BSC	Leader

Plan Linkages:

➤ **NSW 2021 State Plan:**

Goal 1

- Increase the proportion of young people in employment and learning

Goal 24

- Increase volunteering
- Increase community participation
- Improve our sense of community

Goal 26

- Fostering opportunity and partnership with aboriginal people

Goal 27

- Increase participation in sport, recreational, arts and cultural activities in rural and regional NSW

➤ **Regional Development Australia Murray Regional Plan:**

Social goals

- Sustaining Community: a sense of community, cultural heritage, youth retention and social networking

➤ **Two Ways Together** document

➤ **National Strategy for Young Australians**

➤ **Balranald Shire Council Plans, Strategies, Policies and Committees:**

- Recreation Areas Policy
- Donations Policy
- Flag Flying Policy
- Sports Safety Policy
- Australia Day Committee
- Youth Council Committee

Pillar 2: OUR PLACE

A liveable and thriving community that maintains lifestyle opportunities and addresses it's disadvantages



Strategic Objective 2.1: Promote our Community as a lifestyle, work and business destination.

Strategies	Priorities & Actions	Responsibility	Council's Role
2.1.1 Prepare a Population Retention and Attraction Strategy	a. Prepare Strategy and implement recommendations.	BSC	Leader
2.1.2 Promote opportunities from potential mining, horticultural and energy investments.	a. Instigate regular dialogue with companies and Government agencies.	BSC	Leader
	b. Identify and promote benefits of investing in the Shire.	BSC	Leader

2.1.3 Towns are safe and inviting for locals and visitors	a. Maintain and upgrade public places to meet community expectations.	BSC	Leader
	b. Collaborate with Police and other agencies to improve safety.	BSC	Leader
2.1.4 Develop a series of communication mediums to promote the benefits of living and working in our community	a. Develop a section on the Council's website listing the benefits of living and working in shire – services, facilities and Council's support for start-up businesses and industry.	BSC	Leader
	b. Develop a "Start-Up" Kit for potential new businesses and industry.	BSC	Leader
	c. Develop a flyer promoting the benefits of living and working in the shire that can be distributed at key locations including Visitor Information Centre, motels, post office, bank and dining venues.	BSC	Leader

Strategic Objective 2.2: Create opportunities to assist community members who are disadvantaged, or have a disability.

Strategies:	Priorities & Actions:	Responsibility	Council's Role
2.2.1 Identify groups within our community facing hardship and disadvantage.	a. Utilise Balranald Interagency Group to monitor levels of hardship and disadvantage and advocate responses.	Balranald Interagency Group	Advocate
2.2.2 Plan for an ageing population.	a. Examine needs and options for an ageing population.	BSC	Leader
	b. Promote and encourage improvements and development of age care and retirement facilities in both Balranald and Euston.	BSC	Leader
2.2.3 Develop a Disability Inclusion Action Plan	a. Develop a Disability Inclusion Action Plan and implement strategies from the Plan to promote inclusion of those in our community with a disability	BSC	Leader

Strategic Objective 2.3: Provide and promote a wide range of lifestyle opportunities and activities, facilities and the environment to provide safe and inviting communities.

Strategies:	Priorities & Actions:	Responsibility	Council's Role
2.3.1 Plan construct and maintain recreational facilities	a. Community facilities constructed, maintained and promoted.	BSC, Community	Leader
	b. Undertake an audit of current facilities.	BSC	Leader
2.3.2 Create and/or promote events	a. Develop in conjunction with community groups, events around current facilities.	BSC, Community	Facilitator

Plan Linkages:

➤ **NSW 2021 State Plan:**

Goal 8

- Increase walking and cycling to build a healthier, more active community

Goal 25

- Develop and implement a whole of NSW Government Strategy on Ageing

Goal 28

- Ensure NSW is ready to deal with major emergencies and natural disasters

➤ **Regional Development Australia Murray Regional Plan:**

Social goals

- Health and well-being: health services, aged services, community services

➤ **NSW Game Plan 2012**

➤ **NSW Stronger Together** document

➤ **Balranald Shire Council Plans, Strategies, Policies and Committees:**

- Footpaths Policy
- Recreation areas Policy
- Balranald Retirement Hostel Policy
- Infrastructure and Development Committee
- Cultural Committee
- Retirement Hostel Committee
- Tourism Strategic Plan 2015 -2018 – Strategy 3.8

Pillar 3: OUR ECONOMY

A community that ensures a strong
and resilient economy



Strategic Objective 3.1: Strengthen the capacity and opportunities for our local economy.

Strategies:	Priorities & Actions:	Responsibility	Council's Role
3.1.1. Implement regular business networking and training initiatives.	a. Develop a Balranald Business Association.	Business Community	Advocate
	b. Instigate a regular Business after Hours networking event.	Business Community	Advocate
	c. Promote a strong customer service ethos.	Business Community	Advocate
	d. Adopt Strategy 1.3 of the Tourism Strategy Plan: Engage the local operators to participate in essential skills and business development training. Encourage skills training programs and workshops in tourism excellence and service delivery.	BSC	Leader
	e. Business Expansion and Retention (BEAR) Program <ul style="list-style-type: none"> • Source Funding • Design survey • Recruit volunteer interviewers • Implement the Program over a two month period • Prepare BEAR Report 	Business Community	Advocate

3.1.2 Promote use of enterprise creation and expansion schemes and funding sources.	a. Promote and illustrate the availability of schemes like – IFP and ICAS.	Business Community	Advocate
3.1.3 Joint Community Initiatives	a. Facilitate and establish joint initiatives between Euston and Robinvale.	BSC	Leader

Strategic Objective 3.2: Develop and promote our community as a desirable place to stop, shop and stay and experience the Outback and river environments of South Western NSW.

Strategies:	• Priorities & Actions:	Responsibility	Council's Role
3.2.1 Formulate and implement a Balranald Shire Tourism and Marketing Strategy.	a. Adopt the Shire's current Tourism Strategy.	BSC	Leader
	b. Audit existing tourism assets.	BSC	Leader
	c. Identify and clarify key tourism challenges.	BSC	Leader
	d. Instigate Stakeholder dialogue.	BSC	Leader
	e. Explore collaborative approaches to marketing and promotions.	BSC	Leader
	f. Support new tourism services and products and build tourism operator capacity.	BSC, Community	Leader
	g. Identify opportunities to further enhance and promote the Riverina/Murray and Outback zones.	BSC	Leader
3.2.2 Improve Heritage Park (Discovery Centre Precinct)	a. Undertake works.	BSC	Leader
3.2.3 Develop an eco-trail in the Euston Forest.	a. Investigate project feasibility.	BSC, EC	Leader
	b. Engage community and relevant stakeholders.	BSC, EC	Leader

3.2.4 Improve links between Balranald communities and Mungo and Yanga National Parks.	a.	Adopt Strategy 1.8 of the Shire's Tourism Strategy Plan: Strengthen and develop working relationship and initiatives with National Parks to build tourism capacity within the Balranald Shire.	BSC	Leader
	b.	Collaborate on marketing initiatives and awareness.	BSC, NPWS	Leader
	c.	Lobby for sealing of the Mungo access and loop roads.	BSC, NPWS	Advocate
	d.	Lobby for improved communications within the Parks.	NPWS	Advocate
3.2.5 Promote inclusion of Mungo Park in Australia's National Landscapes program (NLP)	a.	Promote local awareness of NLP.	BSC, NPWS	Facilitator
	b.	Develop application for inclusion in NLP.	NPWS	Advocate
3.2.6 Develop and improve shire signage	a.	Adopt Strategy 3.3 of the Shire's Tourism Strategy Plan: Improve and maintain good signage in and around town to ensure all key attractions and facilities are clearly indicated for travellers and tourists.	BSC	Leader
	b.	Undertake signage audit, and develop a signage plan.	BSC	Leader
3.2.7 Implement physical improvements to Market Street.	a.	Adopt Strategy 3.4 of the Shire's Tourism Strategy Plan: Improve, develop and maintain streetscape along the main streets to make them vibrant and attractive and create an incentive for travellers to stop and visitors to explore.	BSC	Leader
	b.	Extend the heritage theme throughout Market Street.	BSC	Leader
	c.	Continue to pursue funding for Market Street upgrade, including underground power.	BSC	Advocate
	d.	Encourage business owners to enhance shop facades.	BSC	Advocate

Strategic Objective 3.3: Lobby and facilitate the community gaining its fair share from regional investment to ensure sustainable provision of appropriate social, cultural and physical infrastructure.

Strategies:		Priorities & Actions:	Responsibility	Council's Role
3.3.1 Prepare an Economic Development Strategy	a.	Prepare an Economic Development Strategy.	BSC	Leader
3.3.2 Utilise the Trade Training Centre to enhance the range of local training programs.	a.	Build a strong working relationship with Balranald Central School.	Education Providers, Business Community	Advocate
	b.	Audit local industry and business training needs.	Community	Advocate
	c.	Identify relevant training funding sources.	Community	Advocate
	d.	Develop a calendar of training programs.	Community	Advocate
	e.	Establish collaborative training arrangements with accredited trainers (MADEC, Riverina TAFE, and MMT).	Community	Advocate
	f.	Instigate small business training courses.	Community	Advocate
3.3.3 Instigate an Organics Centre of Excellence.	a.	Establish an Organics Task Force to prepare project plan.	Community	Advocate
	b.	Audit the current and potential involvement in organic farming.	Community, RDA Murray	Advocate
	c.	Market the region for its connection with organic farming.	Community	Advocate
3.3.4 Maximise regional development opportunities	a.	Investigate opportunities to ensure developers contribute to local economy and infrastructure.	BSC	Leader
	b.	Instigate regular dialogue with companies and Government agencies.	BSC	Leader
	c.	Report on benefits of joining NSW Mining Related Councils.	BSC	Leader
	d.	Seek Special Rate variation for Business Mining Rate and General Rates increase.	BSC	Leader

Plan Linkages:

➤ **NSW 2021 State Plan:**

Goal 1

- Increase tourism in NSW with double the visitor expenditure by 2020

Goal 3

- Develop Regional Action Plans which harness business opportunities and address impediments to growth in each region
- Maximise opportunities to decentralise government services and work strategically including local government, to support regional economic development objectives
- Work in partnership with local government, communities and the private sector to leverage the Revitalising Our Regions Crown land program to deliver economic and social outcomes in regional NSW

Goal 6

- Develop pathways into higher education by working with businesses, schools, vocational education and training and higher education providers

Goal 19

- Increase investment in regional infrastructure

➤ **Regional Development Australia Murray Regional Plan:**

Economic goals

- Industry futures: sustainable growth, market development, business attraction
- A smart future: knowledge, skills, education/training, information technology
- Foundations for growth: infrastructure, roads/bridges

Integration goals

- Linking the region: a regional brand

➤ **National Long Term Tourism Strategy (RET)**

➤ **National Digital Economy Strategy (DBCDE)**

➤ **Balranald Shire Council Plans, Strategies, Policies and Committees:**

- Balranald Shire Tourism & Marketing Strategy
- Balranald LEP
- Roads Policy
- Tourism and Development Committee
- Balranald Beautification Committee
- Euston Beautification Committee
- Infrastructure and Development Committee
- Caravan Park Committee

Pillar 4: OUR CULTURE

A community that respects and celebrates its diverse cultures, heritage and arts



Strategic Objective 4.1: Promote opportunities to acknowledge and celebrate our diverse cultures, heritage, artistic expression, religions and faiths.

Strategies:	Priorities & Actions:	Responsibility	Council's Role
4.1.1. Identify, protect and interpret our significant heritage sites.	a. Adopt Strategy 3.5 of the Shire's Tourism Strategy Plan: Improve appeal and appearance of Heritage & Historical buildings and sites to extend tourism offerings and opportunities.	BSC	Leader
	b. Add to the LEP and State Significance register.	BSC	Leader
	c. Support each township to preserve and enhance their unique character.	BSC	Leader
	d. Introduce additional historic interpretive signage.	BSC	Leader
	e. Extend the Heritage Trail in Balranald.	BSC	Facilitator
	f. Utilise the extensive Bodinnar historic photographic collection in promoting our history.	BSC, Community	Facilitator
	g. Identify and develop potential sites and trails for heritage interpretation including photographs.	BSC	Advocate
	h. Continually seek support for the production of local history publications.	Community	Advocate

Plan Linkages:

➤ NSW 2021 State Plan:

Goal 27

- Increase the number of opportunities for cultural participation
- Enhance the cultural and natural heritage in NSW

➤ Balranald Shire Council Plans, Strategies, Policies and Committees:

- Balranald Shire Tourism & Marketing Strategy



Pillar 5: OUR INFRASTRUCTURE

A community that maintains and strengthens its natural and built environment



Strategic Objective 5.1: To preserve and enhance our natural environments ensuring they remain sustainable, healthy and clean.

Strategies	Priorities & Actions	Responsibility	Council's Role
5.1.1 Continual focus on reducing our environmental footprint and being environmentally sustainable.	a. Encourage environmentally friendly practices including recycling, composting etc.	BSC	Facilitator
	b. Encourage community awareness of natural environments.	BSC	Facilitator
5.1.2 Maintain healthy and clean river systems.	a. Support community projects to protect river systems and enhance positive river interactions.	Community	Advocate

Strategic Objective 5.2: Promote key health, community communications and infrastructure improvements.

Strategies	Priorities & Actions	Responsibility	Council's Role
5.2.1 Extend mobile coverage especially in the Hatfield / Claire area and National Parks.	a. Lobby for extension of mobile phone coverage and utilisation of unused towers.	BSC	Leader

5.2.2 Prepare Strategic Plans for Water And Sewer supply	a. Make application to undertake Integrated Water Cycle Management Strategy.	BSC	Leader
5.2.3 Prepare and implement plans and strategies in support of maintaining health standards in the Shire	a. Implement public health programs.	BSC	Leader

Strategic Objective 5.3: Plan, maintain and develop key transport, energy and community infrastructure.

Strategies	Priorities & Actions	Responsibility	Council's Role
5.3.1 Identify and lobby for key transport and road infrastructure improvements.	a. Lobby for the sealing of the Mungo access and loop roads. b. Investigate traffic calming mechanisms for Market Street. c. Pursue opportunities to improve public transport options.	BSC BSC, RMS BSC, DT	Leader Leader Leader
5.3.2 Provide for more and improved footpaths, bike paths and mobility scooter paved concrete paths.	a. Review the Pedestrian Access Management Policy. b. Identify funding sources. c. Finalise Disability Inclusion Action Plan.	BSC BSC BSC	Leader Leader Leader
5.3.3 Identify potential access to new energy technologies and infrastructure.	a. Investigate natural gas and solar technology opportunities. b. Facilitate development of solar farms.	BSC BSC	Leader Leader
5.3.4 Create more tourism opportunities and offers with the existing Aerodrome & other transport facilities	a. Implement an audit to identifying the requirements to make the Aerodrome more tourism ready to align with strategy 3.7 of the Shire's Tourism Strategy Plan: To create more tourism opportunities and offers with existing function venues.	BSC	Leader
5.3.5 Provide community infrastructure	a. Provide and maintain infrastructure. b. Fund improvements from Special Rate Variation.	BSC BSC	Leader Leader

Plan Linkages:

➤ **NSW 2021 State Plan:**

Goal 10

- Improve the safety of roads by carrying out road development, upgrading, maintenance and safety works

Goal 22

- Improve the environmental health of wetlands and catchments through actively managing water for the environment by 2021

Goal 23

- Facilitate community and government collaboration and input to develop 13 ungraded Catchment Action Plans by 2013
- Review the waste levy and continue to support local council recycling through guidance and assistance programs
- Increase recycling to meet the 2014 NSW waste recycling targets
- Minimise impacts of climate change in local communities

➤ **State Environments Planning Policies (SEPPs)**

➤ **Regional Development Australia Murray Regional Plan:**

Environmental goals

- Maintaining balance: Environmental issues: water; resource management; energy: including renewable

➤ **National Digital Economy Strategy (DBCDE)**

➤ **Balranald Shire Council Plans, Strategies & Policies:**

- Street Tree Planting Plan
- Water & Sewerage Plan
- Balranald LEP
- Asset Management Plans
- Development and Control Plans
- Roads Policy
- Annual Town Clean Up Policy
- Access to Town Water Supply Policy
- Nature Strip Landscaping Policy
- Balranald Beautification Committee
- Euston Beautification Committee
- Infrastructure and Development Committee
- Balranald Shire Tourism & Marketing Strategy



Pillar 6: **OUR LEADERSHIP**

A community that values and fosters leadership, lifelong learning innovation and good governance



Strategic Objective 6.1: Promote strong leadership and governance that underpins a more strategic approach to community engagement, community and regional development and organisational sustainability.

Strategies	Priorities & Actions	Responsibility	Council's Role
6.1.1 Establish a Leadership Development Network and Strategy.	a. Audit current leadership development opportunities at Local, Regional and State levels.	BSC	Leader
	b. Create a quarterly event that brings together key directors and managers from public, private and community based organisations for networking and joint leadership development.	BSC	Leader
	c. Investigate funding opportunities for a Community Leadership Development Fund.	BSC	Leader

Strategic Objective 6.2: Strengthen collaboration and partnerships across all levels of government.

Strategies	Priorities & Actions	Responsibility	Council's Role
6.2.1 Strengthen the Balranald Interagency Group (BIG).	a. Support for the functioning of BIG.	Community, Agencies (State & Regional)	Advocate
	b. Utilise BIG to encourage better understanding of effective collaboration and partnership processes and principles.	Community, Agencies (State & Regional)	Advocate
6.2.2 Seek collaborative approaches in both planning and delivery of community services.	a. Create a culture of collaboration and participatory approaches to planning and service delivery.	Community	Advocate
	b. Create an annual event when local, regional and state funding groups can collectively share ideas about project funding needs and priorities.	BSC	Leader

Strategic Objective 6.3: Advocate on issues and opportunities to achieve our community aspirations.

Strategies	Priorities & Actions	Responsibility	Council's Role
6.3.1 Encourage community member participation in decision making.	a. Organise regular forums that enable community participation in decision making.	BSC	Leader
	b. Continue to encourage community involvement in Council Committees.	BSC	Leader
	c. Investigate the establishment of a Euston Progress Association to represent the interests of the Euston community.	BSC, Community	Facilitator
	d. Encourage community participation in surveys and requests for community comment.	BSC	Leader
6.3.2 Ensure that Council is efficiently managed to provide civic leadership and good governance to meet all the future needs of our community.	a. Provide good governance, sustainable financial management and effective support services for all its activities.	BSC	Leader

Plan Linkages:

➤ NSW 2021 State Plan:

Goal 19

- Establish a local infrastructure renewal scheme that will provide interest subsidies to local councils to assist in unlocking resources for councils to upgrade urban and economic infrastructure for roads, community halls, libraries, parks, sports grounds and water infrastructure

Goal 24

- Increase opportunities for people to participate in local community event, activities and decision making
- Develop and implement a whole of government approach to engaging communities and identifying and building on community strengths

Goal 30

- Promote integrity and accountability in the public sector
- Increase customer satisfaction with government services

Goal 32

- Increased proportion of people who feel able to have a say on issues that are important to them
- Increased opportunities for people to participate in local government decision making

➤ Regional Development Australia Murray Regional Plan:

Integration goals

- Providing leadership : providing local leadership on key regional issues, developing community leaders

➤ Balranald Shire Council Plans, Strategies, Policies and Committees:

- Assets Management Plans
- Workforce Management Plan
- Code of Conduct
- Complaints Management Policy
- Risk Management
- Governance Policies
- Councillor Policies
- Staff Policies
- Web Page Policy
- Infrastructure and Development Committee

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12. Acronyms and Abbreviations

BLALC	Balranald Local Aboriginal Land Council
BIG	Balranald Interagency Group
BSC	Balranald Shire Council
BEAR	Business Expansion and Retention Program
CSP	Community Strategic Plan
DAA	NSW Department of Aboriginal Affairs
DBCDE	Australian Government Department of Broadband, Communications And the Digital Economy
DCP	Development Control Plan
DT	Department of Transport
EC	Euston Club
ICAS	Indigenous Capital Assistance Scheme
IFP	Indigenous Funding Program
LEP	Local Environmental Plan
MADEC	Mildura and District Educational Council
MMT	Murray Mallee Training Company Pty Ltd
NLP	National Landscapes Program
NPWS	NSW National Parks and Wildlife Service
NSW	State of New South Wales
ONSWT	Outback NSW Tourism
RDA Murray	Regional Development Australia Murray
RET	Australian Government Department of Resources, Energy and Tourism
RMS	Roads & Maritime Services
SEPPs	State Environmental Planning Policies
TAFE	Technical and Further Education



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