

BALRANALD SHIRE COUNCIL



END OF TERM REPORT

Bright future ahead

Photo: Sunset at Mungo National Park

2017-2021

ACKNOWLEDGEMENT TO COUNTRY

Council acknowledges the Custodians of the lands and waters within our Shire and recognises their continuing responsibilities to care for country and of teaching and learning.

We pay respects to Elders past and present, and extend our respects to all Aboriginal & Torres Strait Islander First Nations Peoples.



Artwork at Mungo National Park Visitor Centre

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ABOUT THIS REPORT

The **End of Term Report** provides an update on Balranald Shire Council's progress towards achieving our **Community Strategic Plan - Balranald Shire 2027**, our shared vision of achieving the **Six Pillars of Wellbeing** over a 10 year period.

This report is a requirement under the NSW Local Government Act 1993, and forms part of Council's Integrated Planning and Reporting (IP&R) Framework. **The End of Term Report** is defined by the NSW Premier & Cabinet Division of Local Government as a 'report on council's achievements in implementing the Community Strategic Plan over the previous four years.

The Community Strategic Plan (CSP) essentially addressed four key questions for our 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 & Reporting 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.



THE INTEGRATED PLANNING & REPORTING FRAMEWORK

The Local Government Act 1993 (the Local Government Act) requires all Councils in NSW to operate within the Integrated Planning and Reporting Framework. This allows Council to draw their various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically for the future.

Other State Planning & Strategies; State Plan NSW; Relevant Regional Plans



HOW WE DELIVER ON THE VISION

What you want / Vision



Your Community Strategic Plan (CSP)

Sitting above all other Council plans and policies in the planning hierarchy, the Community Strategic Plan identifies the main priorities and aspirations of the community and provides a clear set of strategies to achieve this vision.

While Council has a custodial role in preparing and maintaining the Community Strategic Plan, other stakeholders, including NSW Government agencies and community groups, may also be engaged in developing and delivering the long-term objectives of the Plan.

How we propose to deliver



Delivery Program

The Delivery Program translates the goals of the community, as contained in the Community Strategic Plan, into actions. The Program sets out the principal activities to be undertaken by Council in implementing the Plan within the resources available under the Resourcing Strategy.

What we propose to do



Operational Plan

Spelling out the details of the Delivery Program, the Operational Plan lists the individual projects and activities that will be undertaken for the year to achieve the commitments made in the Delivery Program.

Enabling delivery of the CSP



Resourcing Strategy

The Resourcing Strategy articulates how Council intends on delivering the Community Strategic Plan. The Strategy consists of three components:

- Long Term Financial Plan
- Workforce Management Plan
- Asset Management Plan

STRATEGIC PLAN



HOW WE MEASURE THE PROGRESS

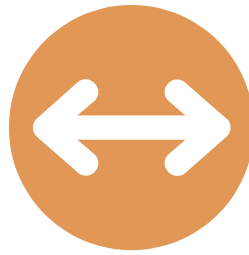
The Community Strategic Plan, **Balranald Shire 2027** details strategic goals and objectives around Six Pillars of Wellbeing. Each strategic theme includes key priorities and actions which help articulate and measure outcomes and levels of success in delivering the community's vision.

The following sections of this report provide an overview of Council's Six Pillars of Wellbeing. It includes information on Council's progress over the past 4 years and provides key highlights against each of the pillars, as well as how Council is trending towards achieving the community's goals and vision.

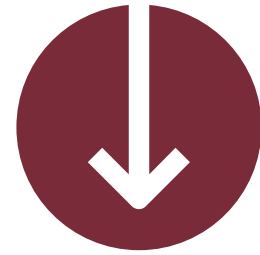
ICON KEY



**Progressing towards
community outcome**



Stable



**Moving away from
community outcome**



The first frog inlay as part of Market Street Revitalisation Project

COUNCIL'S VISION STATEMENT

The Community Vision Statement is what the community aspires to become, without its current barriers, but tied to what is valued. The statement below is the intended outcome for the Balranald Shire and its communities through the implementation of 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."



Balranald Shire 2027 - Six Pillars of Well Being

Balranald Shire 2027 was adopted by Council in 2017. It proceeded to map the way Council would achieve the 'Six Pillars of Well Being' over a 10 year period, namely:



Each pillar has community strategic objectives, which Council aimed to deliver on. The six pillars were developed after listening to the community. The community identified a number of values that were highly appreciated by the community.

Planning for a new Community Strategic Plan draft commenced in aimed at keeping pace with a rapidly changing local and regional economy.

The following outlines the strategic objectives and a summary of what was achieved over the past 4 years.

PILLAR 1. OUR PEOPLE

A community that is
proactive, engaged &
connected



*Happy volunteers at the "Movie Night Spectacular"
organised by the Youth Council*

PILLAR 1. Our People

A community that is proactive, engaged & connected

STRATEGIES	What we said we wanted to achieve
1.1 Create opportunities for all community members to social and connection	1.1.1 Expand opportunities for social interaction <ul style="list-style-type: none">• Promote events that encourage community interaction• Promote collaboration and partnerships between organisation• Support activities that encourage volunteering and active participation in community events
1.2 Create and promote opportunities for community awareness and participation in the life of our community	1.2.1 Implement a Welcoming Strategy <ul style="list-style-type: none">• Provide Welcome to new resident• Develop a "Welcome Pack" 1.2.2 Encourage understanding, respect and tolerance between our diverse communities <ul style="list-style-type: none">• Create opportunities to share and celebrate cultural diversity and achievements• Tourism and community events celebrate cultural diversity and achievements 1.2.3 Improve communications and information dissemination <ul style="list-style-type: none">• Provide quality Council websites• Continue to utilise print media to inform residents 1.2.4 Improve Council engagement with the community <ul style="list-style-type: none">• Utilise social media to inform and consult residents• Implement Council's Community Engagement Strategy• Community Satisfaction
1.3 Involve, support and prepare our young people with the skills and knowledge to fully engage with the community and achieve their potential	1.3.1 Develop a Youth Strategy <ul style="list-style-type: none">• Investigate Options for the appointment of a Youth Worker

PILLAR 1. Our People

A community that is proactive, engaged & connected

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Performance Measures

1.1.1 Expand opportunities for social interaction

Annual Budget allocation & minimum 5 events supported

Potential collaborations and partnerships identified

Volunteerism promoted and recognised through Council sponsored events as well as provide in-kind related work

1.2.1 Implement a Welcoming Strategy

New residents acknowledged during Australia Day celebration

Welcome pack developed and provided to new residents

What has been our progress

Council stages and supports a number of events each year including:

- Australia Day
- Seniors Week
- Youth Week
- Balranald's 5 Rivers Outback Festival
- The Murrumbidgee Classic
- New Year's Eve Festivities
- Balranald Race Club Races
- Robinvale/Euston Ski Races
- NAIDOC day/week
- In 2018 Council supported the Inaugural Great Murray Salami Festival held in Euston

- Council National Parks New South Wales and Balranald Shire Council formed a strong relationship in 2018/19 which included the promotional product "We Are Explorers". Under a Memorandum of Understanding, the sale and promotion of Yanga Homestead self-guided hand held guides commenced, which gives visitors the opportunity to visit the historical Homestead and provide a small income to the Visitor Centre
- Social Media campaign #MyRiverinaMurray went live in September 2019 partnership with National Parks and Lake Paika Accommodation to provide sponsorship for the photo sharing campaign
- Further joint marketing and collaborations planned with National Parks, Destination NSW and Destination Riverina Murray






- Substantial volunteer hours provided by Committee members of Council's Advisory Committee framework
- A number of Volunteers provide support during the staging of Australia Day, Seniors Week and Youth Week and Youth Council's events
- Council parks and gardens staff have worked with school students to teach them gardening and volunteering skills with the aim to promote outdoor participation and pride within the community
- Further promotion and programs are to be implemented

- Yet to commence as is dependent on Council's capacity to identify new residents. Further consideration will be given to such a metric through Council's advisory committees

- Dependent on Council's capacity to identify new residents, further consideration will be given to such a metric through Council's advisory committees

Key



Performance Measures	What has been our progress	Key
<p>1.2.2 Expand opportunities for social interaction</p> <p>Explore opportunities with National Parks and Balranald Local Aboriginal Land Council (BLALC) for improved collaboration</p>	<ul style="list-style-type: none"> • Council works with the Balranald Local Aboriginal Land Council (BLALC) in supporting the staging of NAIDOC day/week activities • Council is currently working with BLALC in assessing Mission buildings and working on building a closer relationship with the BLALC for the good of our indigenous community • Council needs to work more actively in exploring opportunities with National Parks and BLALC for improved collaboration around staging and celebrating cultural diversity and achievements 	
<p>1.2.3 Improve communications and information dissemination</p> <p>Council website reviewed and updated</p> <p>Regular updating of Discover Balranald and Surrounds website</p> <p>Shire Newsletter is distributed monthly</p>	<ul style="list-style-type: none"> • Council recently tendered for consultant to complete a full review of IT Resources and Infrastructure and updated website • The website is updated regularly in support of active social media and marketing activities • With the recent appointment of a Tourism, Communications & Events Coordinator the website will be further updated to align with current and emerging destination marketing opportunities and activities • Council has distributed the community newsletter monthly • The newsletter has been updated regularly to ensure it provides the community with up-to-date information on Council works, grants and projects • Council also continues a weekly radio segment on regional radio station 3SH 	  
<p>1.2.4 Improve Council engagement with the community</p> <p>Minimum of five (5) Facebook and Twitter Posts per week</p>	<p>Council has been very active on posting regularly on all its Social Media platforms including:</p> <ul style="list-style-type: none"> • Council's Facebook Page • Council's Twitter Page • Discover Balranald & Surrounds Facebook Page • Discover Balranald & Surrounds Instagram • Balranald Caravan Park Facebook Page <p>Council also supports and oversees the Library, Hostel and Youth Council's Social Media activities</p> <p>The Discover Balranald & Surrounds consistently performs well with high engagement numbers on its posts</p>	

Performance Measures	What has been our progress	Key
<p>1.2.4 Improve Council engagement with the community (cont.)</p> <p>Training delivered to all staff and Committees on community engagement</p> <p>Community Satisfaction Survey conducted Annually</p>	<ul style="list-style-type: none"> • Council's Community Engagement Strategy was adopted in January 2021 • Staff Training and Advisory Groups are in the process of being implemented • A Community Satisfaction Survey was conducted in 2020. However this was the only one during the 4 year period, the results of which are summarised in this report • With the newly appointed Tourism, Communications & Events Coordinator role a process to carry out these annual surveys will be developed and implemented as part of Council's commitment to better engage with the community 	<p>↔</p> <p>↓</p>
<p>1.3.1 Develop a Youth Strategy</p> <p>Investigate the options for the appointment of a Youth Worker</p>	<ul style="list-style-type: none"> • In 2018 Council recommenced the Youth Council and a Youth Major was appointed • In September 2020 the new Advisory Committees were formed which included the Youth Council Advisory Committee is designed to engage youth at a local level through events. The Youth Council is run by youth members with guidance and support <p>The Youth Council has been very active in delivering the following activities and events</p> <ul style="list-style-type: none"> • The Youth Council launched "Swampy the Frog" • Staged 2 events during 2021 Youth Week - "The Colour of Sound Youth Music Festival" & "Movie Night Spectacular" • Staging the Youth Summer Program of activities which included: <ul style="list-style-type: none"> - Day Trip to Mildura as part of the Youth Summer Program - Game Nights - Pool Party - Disco Night • Staging the Christmas Movie Night • Staging the Halloween Party • Fundraising activities such as the Car Wash 	<p>↑</p>



Other Achievements & Highlights for Pillar 1

- Council co-funded a Wetlands Gala for local schools to build environmental awareness on the same day
- In August 2019 a Regional Youth Taskforce initiative was implemented by Council. Local youth were encouraged to apply and resulted in a Balranald local being successful
- Council was extremely proactive in reacting to the challenge of border closures, ramping up its public communications. Daily briefings were provided for the community on Facebook Live and worked to remain compliant with all state public orders. Council was instrumental in facilitating border checkpoints throughout the border control restrictions with state agencies and ran twice-weekly radio updates throughout COVID restrictions



Council parks and gardens staff worked with school students to teach them gardening and volunteering skills. The aim is to promote outdoor participation and pride within the community

PILLAR 2. OUR PLACE

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



At Senior's Lunch 2019, our seniors were given great tips on how to save on their energy bills!

PILLAR 2. Our Place

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

STRATEGIES	What we said we wanted to achieve
<p>2.1 Promote our Community as a lifestyle, work and business destination</p>	<p>2.1.1 Prepare a Population Retention Attraction Strategy</p> <ul style="list-style-type: none">• Instigate regular dialogue with companies and Government agencies <p>2.1.2 Promote opportunities from potential mining, horticultural and energy investments</p> <ul style="list-style-type: none">• Promote opportunities identified in the Economic Development Strategy <p>2.1.3 Towns are safe and inviting for locals and visitors</p> <ul style="list-style-type: none">• Maintain parks, public areas and facilities to ensure they are safe, attractive and accessible• Collaborate with Police and other agencies to ensure safety <p>2.2.1 Identify groups within our community facing hardship and disadvantage</p> <ul style="list-style-type: none">• Utilise Balranald Interagency Group (BIG) to monitor levels of hardship and disadvantage and advocate responses <p>2.2.2 Plan for an ageing population</p> <ul style="list-style-type: none">• Report on needs and options for an ageing population <p>2.2.3 Develop a Disability Inclusion Action Plan to promote inclusion of those in our community with a disability</p> <ul style="list-style-type: none">• Implement strategies from the Disability Inclusion Action Plan to promote inclusion of those in our community with a disability <p>2.3.1 Plan, construct, operate and maintain recreational facilities</p> <ul style="list-style-type: none">• Asset management Plans for Council facilities are adopted and incorporated into Long Term Financial Plan (LTFP)
<p>2.2 Create opportunities to assist community members who are disadvantaged, or have a disability</p>	
<p>2.3 Provide and promote a wide range of lifestyle opportunities and activities, facilities and the environment to provide safe and inviting communities.</p>	

STRATEGIES	What we said we wanted to achieve
<p>2.3 Provide and promote a wide range of lifestyle opportunities and activities, facilities and the environment to provide safe and inviting communities. (cont.)</p> <p>2.2 Create opportunities to assist community members who are disadvantaged, or have a disability</p>	<p>2.3.1 Plan, construct, operate and maintain recreational facilities (cont.)</p> <ul style="list-style-type: none"> Undertake a review of all of Council buildings to assess condition status <p>2.3.2 Create and/or promote events</p> <ul style="list-style-type: none"> Promote events Utilise South West Arts to promote/ conduct cultural events

Performance Measures	What has been our progress	
<p>2.1.1 Prepare a Population Retention Attraction Strategy</p> <p>Meetings with Government agencies are held and six monthly reports are provided to Council</p> <p>2.1.2 Promote opportunities from potential mining, horticultural and energy investments</p> <p>Consultation with businesses interested in setting up in the Shire</p> <p>Conduct advertising to promote the Shire</p>	<ul style="list-style-type: none"> Developed a Population Retention Attraction Strategy Meetings are held on an as-needed basis and reports are provided to Council after each meeting Regular engagement with multiple mining Companies including Cristal Australia and Iluka Resources Limited in representing the shire on all matters. Engaged with horticulture representatives regularly and have assisted in the facilitation and development of their business. Act as stakeholder, promotion agency and concierge for the two solar farms that are entering execution. Regular contact with DPC and RDA as well as the office of both local members. Currently advertising to promote the shire via Tourism & Destination Marketing activities. This has been effective in attracting visitors and travelers More advertising needs to be done in promoting the Shire as a great place to invest in and to start up a business 	<p>Key</p> <p></p> <p></p> <p></p> <p></p>

Performance Measures	What has been our progress	Key
<p>2.1.3 Towns are safe and inviting for locals and visitors</p> <p>Maintenance to parks, public areas and facilities maintained to agreed standards</p> <p>Meetings with police and other agencies are held bi-monthly and minutes reported to Council</p>	<ul style="list-style-type: none"> Our town maintenance officers actively maintain our township to ensure safety and working facilities all with a view to functionality and attractiveness During the 2019/20 year Balranald's Market Street Revitalisation project was completed Throughout the past 4 years we have actively engaged with and participated on the LEMC, Local Emergency Management Committee and with other emergency agencies to ensure the safety of our community and its visitors 	 
<p>2.2.1 Identify groups within our community facing hardship and disadvantage</p> <p>Council representatives attend 90% of meeting with the Balranald Interagency Group (BIG)</p>	<ul style="list-style-type: none"> This committee is no longer in existence and has been replaced by the new Council Community Advisory Committee The Strengthening Access, Inclusion and Wellbeing Advisory Committee identified and advised on groups within our community facing hardship & disadvantage, minutes are reported to Council The Interagency Domestic Violence Agency was formed in April 2021 to address domestic violence issues within the community 	
<p>2.2.2 Plan for an ageing populations</p> <p>Bidgee Haven Hostel committee meets and provides recommendations to Council</p>	<ul style="list-style-type: none"> This committee is no longer in existence and has been replaced by the new Council Community Advisory Committee The Ageing Well, Aged Care & Facilities Advisory Committee meets and provides recommendations to Council on needs and options for an ageing population Council successfully received \$6.0 million grant funding to construct a new dementia wing on the Bidgee Haven aged care hostel. At the time of this report these plans were under review 	

Performance Measures	What has been our progress	Key
<p>2.2.3 Develop a Disability Inclusion Action Plan</p> <p>Works program from the adopted Disability Action Plan is within operational budget and compliant with plan</p>	<ul style="list-style-type: none"> While some work has been done on the Disability Inclusion Action Plan, it still has to be referred to the Strengthening Community Access, Inclusion and Well-Being and Ageing Well, Aged Care & Facilities Advisory Committee for their consideration and advice. This will then be presented to Council for adoption 	 
<p>2.3.1 Plan, construct, operate and maintain recreation facilities</p> <p>Asset management plan incorporated into the Long Term Financial Plan (LTFP)</p> <p>Report of review of all Council buildings prepared on the condition that assessment and the estimated cost to bring buildings to satisfactory condition</p>	<ul style="list-style-type: none"> The Asset management plans reviewed and adopted by Council for all facilities and infrastructure and incorporated into LTFP and to commence in the last quarter of 2021 This has not progressed. Council need to complete a full review of all assets in line with their new Asset Management Steering Committee. 	 
<p>2.3.2 Create and/or promote events</p> <p>Cultural events and activities held in the shire</p>	<p>Over the past 4 years Council staged, supported and promoted the following events:</p> <ul style="list-style-type: none"> Australia Day Seniors Week Youth Week Balranald's 5 Rivers Outback Festival The Murrumbidgee Classic New Year's Eve Festivities Balranald Race Club Races Robinvale/Euston Ski Races NAIDOC day/week In October 2017 Council staged and promoted the inaugural Red Bull Tree climbing event In 2018 Council supported the Inaugural Great Murray Salami Festival held in Euston <p>Council has actively promoted events on our website, social media platforms, community newsletter and via print and broadcast media</p> <p>Council has recently employed a Tourism, Communications & Events coordinator who will be responsible for staging and supporting community events</p>	



Other Achievements & Highlights for **Pillar 2**

- Council actively promoted a visit from the Office of Environment and Heritage where the community was invited to come along and learn about how to manage their electricity usage.
- In July 2019 Council promoted Little Bunyips open day and celebrates the Balranald Inc Community Partnership Committee's funding of new play equipment for the children.
- Construction for the Pool revitalisation and refurbishment of the Multipurpose Sports Building under the Stronger Country Communities Fund were both completed and officially opened by the Hon. Adam Marshall, Minister for Agriculture and Western New South Wales.
- The Balranald truck wash was completed and opened by the Hon. Adam Marshall (under the Fixing Country Truck Washes)

The Youth Council has been very active in delivering a number of events including:

- Launch of "Swampy the Frog"
- Staging 2 events during 2021 Youth Week - "The Colour of Sound Youth Music Festival" & "Movie Night Spectacular"
- Staging the Youth Summer Program of activities which included:
- Staging the Christmas Movie Night
- Staging the Halloween Party
- Fundraising activities such as the Car Wash



The Honourable Adam Marshall had a busy day with the opening of the Pool Revitalisation and the Truck Wash

PILLAR 3. OUR ECONOMY

A community that ensures
a strong & resilient
economy



Our joint promotion with National Parks on the "We Are Explorers" Campaign initially targeted the 18 – 35 yr age group (in line with Destination NSW target audience) enticing them to experience what the outback has to offer. Filming took place over 3 days

PILLAR 3. Our Economy

A Community that ensures a strong and resilient economy

STRATEGIES	What we said we wanted to achieve
<p>3.1 Strengthen the capacity and opportunities for our local economy.</p> <p>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</p>	<p>3.1.1 Implement regular business networking and training initiatives</p> <ul style="list-style-type: none">• Expand & strengthen business and tourism activities <p>3.1.2 Promote use of enterprise creation and expansion schemes and funding sources</p> <ul style="list-style-type: none">• Identify and promote the availability of government business support program schemes <p>3.2.1 Formulate and implement a Balranald Shire Tourism and Marketing Strategy</p> <ul style="list-style-type: none">• Implement collaborative approaches to marketing and promotions• Support new tourism services and product and build tourism operator capacity <p>3.2.2 Improve Heritage Park (Discovery Centre Precinct)</p> <ul style="list-style-type: none">• Operate Balranald Discovery Centre• Develop a Balranald Discovery Centre Precinct Management Plan <p>3.2.3 Develop an Eco-trail in Euston Forest</p> <p>3.2.4 Improve links between Balranald communities and Mungo and Yanga National Parks</p> <ul style="list-style-type: none">• Lobby for sealing of the Mungo access and loop roads• Lobby for improved communications within the Park <p>3.2.5 Promote inclusion of Mungo Park in Australia’s National Landscapes program (NLP)</p> <p>3.2.6 Develop and improve Shire Signage</p> <ul style="list-style-type: none">• Undertake a tourism signage audit and develop a signage plan for budget consideration

STRATEGIES

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 (cont.)

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.

What we said we wanted to achieve

3.2.7 Implement physical improvements to Market Street

- Extend the heritage theme throughout Market street
- Continue to pursue funding for Market street upgrades to improve the streetscape
- Encourage business owners to enhance shop facades

3.3.1 Prepare an Economic Development Strategy

3.3.2 Utilise the Trade Training Centre to enhance the range of local training programs.







3.3.3 Instigate an Organics Centre of Excellence.

3.3.4 Maximise regional development opportunities

- Research other Shires experiencing new business mining activities
- Investigate membership of
- Association of Mining Related Councils
- Prepare a Land Release Strategy for Euston and Balranald

Performance Measures	What has been our progress	Key
<p>3.1.1 Implement regular business networking and training initiative</p> <p>Undertake a quarterly “pow wow” and report to Council on outcomes of discussion</p> <p>Face to Face meetings with individual business will be conducted monthly and report to council</p>	<ul style="list-style-type: none"> The Pow Wow Meetings did not commence due to limited resources and availability of interaction through other committees With the recent appointment of a Tourism, communications & Events Coordinator, regular "Pow Wows" and capacity building workshops will be implemented With the recent appointment of a Tourism, communications & Events Coordinator, regular face to face meeting will be implemented 	<p>↓</p> <p>↓</p>
<p>3.1.2 Promote use of enterprise creation and expansion schemes and funding sources</p> <p>Research undertaken and programs promoted to businesses</p>	<ul style="list-style-type: none"> Council has been active in communicating and promoting grants business support programs to local businesses via our Community Newsletter, Social Media platforms, emails and face to face 	<p>↑</p>
<p>3.2.1 Formulate and implement a Balranald Shire Tourism and Marketing Strategy</p> <p>Joint marketing and promotion programs undertaken</p>	<ul style="list-style-type: none"> Social Media campaign #My Riverina Murray went live in September 2019 and we partnered with National Parks and Lake Paika Accommodation to provide sponsorship for the photo sharing campaign over an 8 week period Council developed a positive relationship with National Parks in relation to Mungo and Yanga National Parks. Some of the work done include new banners promoting the parks, hand held guides for Yanga Homestead and the implementation of the ‘We are Explorers’ campaign National Parks New South Wales and Balranald Shire Council formed a strong relationship in 2018/19 which included the promotional product with We Are Explorers. We also commenced, under a Memorandum of Understanding, the sale and promotion of Yanga Homestead self-guided hand held guides, which gives our visitors the opportunity to visit the historical Homestead and provide a small income to the Visitor Centre. Our joint promotional We Are Explorers Campaign initially targeted the 18 – 35 year age group (in line with Destination New South Wales target) enticing them to experience what the outback has to offer. Filming took place over 3 days and captured a series of experiences Council to work more collaboratively with local business operation in joint marketing promotions 	<p>↑</p> <p>↔</p>

Performance Measures	What has been our progress	Key
<p>3.2.1 Formulate and implement a Balranald Shire Tourism and Marketing Strategy (cont.)</p> <p>Balranald Business Online Websites developed and online training provided as per grant funding</p>	<ul style="list-style-type: none"> This KPI refers to grant funding received for the development of a number of websites for local businesses - These will need to be reviewed and assessed as to reactivation and/or redevelopment. The Tourism coordinator will implement the review with a report of recommendations. 	
<p>3.2.2 Improve Heritage Park (Discovery Centre Precinct)</p> <p>Balranald Discovery Centre funded and operated within budget</p> <p>Develop a Balranald Discovery Centre Precinct Master Plan</p>	<ul style="list-style-type: none"> The Discovery Centre precinct has consistently performed well on a number of levels (excluding Covid-19 lockdown periods). It attracts travellers to stop, stay and shop. It attracts visitation to the area and also provides the community a meeting place and play space for the children. The Discovery Centre Integration Project Masterplan has been developed and is set to commence works in 2022 	
<p>3.2.3 Develop Eco-Trail in the Euston Forest</p>	<ul style="list-style-type: none"> Under the Local Road and Community Infrastructure Grant the Euston Forest, Eco-Trail & River Pathway was completed 	
<p>3.2.4 Improve links between Balranald communities and Mungo and Yanga National Parks</p> <p>Tourism Strategy plan adopted by Council</p> <p>Successful applications for joint grant application received</p>	<ul style="list-style-type: none"> The Tourism Strategic Plan 2015 & Beyond was adopted in 2015. This plan was implemented via a Tourism Rolling Action Plan till early 2018. A new Tourism Strategic Plan along with a Destination Plan (DMP) will be developed in 2022 in alignment with the Destination Network's revised DMPs, National Parks and after comprehensive market research and a local tourism audit National Parks have a rigid plan for promotion and development – currently engaging with Council as a Stakeholder to their SDLAM project New banners were supplied and installed in Market Street, showcasing Yanga Woolshed and the World Heritage Listed Mungo National Park. 	  

Performance Measures	What has been our progress	
3.2.6 Develop and Improve Shire signage Audit Report presented to Council and adopted	<ul style="list-style-type: none"> • Not yet commenced • Audit of tourism signage to be undertaken and report with recommendations prepared & submitted to Council 	
3.2.7 Implement physical improvements to Market Street Completion of works with grant funding milestones Successful grant funding application and continuing upgrades	<ul style="list-style-type: none"> • After receiving a total of \$1.8 million for Balranald's Market Street Revitalisation Project, The project project was completed in 2020 • Ongoing funding opportunities are sought 	 
Report to the Tourism Committee on development of promotions program to encourage business owners to enhance shop facades	<ul style="list-style-type: none"> • Develop promotions program to encourage business owners to improve their facades. A dollar-for-dollar offer was extended by Council to businesses to improve their facades under the SCCF Market Streetscape Revitalisation in 2018 with no businesses taking up on the offer. Needs to be revisited – subject to further funding. 	
3.3.4 Maximise regional development opportunities Report to Council on research conducted on other Shires that are experience new business mining activities Report to Council on membership requirements to join the Association of Mining Related Councils Report to Council on the Implementation of Land Release Strategy for Euston and Balranald	<ul style="list-style-type: none"> • Research other Shires (experiencing new mining-related business activity through contact over phone, internet and in person visits. Not yet commenced. To be investigated in line with emerging mining activity. (Hampered by COVID restrictions.) • Investigate Membership of Association of Mining Related Councils. Not commenced but Council has made enquiries to DPC about criteria for being considered as a mining-impacted Shire. To be investigated further • Implementation of Land Release Strategy for Euston and Balranald. Council is now meeting regularly to establish a Shire residential housing strategy 	  



Other Achievements & Highlights for **Pillar 3**

- Council secured funding for the “ACRE21 Twig Residencies & Town Twig Event” a cross-border program in partnership with Swan Hill Rural City Council, Cannawarra Council and Murray River Council – One out of two of residencies has been secured and the Town Twig event has been scheduled to occur at Yanga Woolshed (May 2021)
- Council engaged with governmental agencies, regional organisations and neighbouring Councils to improve the environmental outcomes for the Murrumbidgee River and Yanga Lake
- Implementation of Land Release Strategy for Euston and Balranald. Council is now meeting regularly to establish a Shire residential housing strategy
- Council has engaged with and promoted to the business community the Business Connect, Business Enterprise Centre and Easy to do Business programs
- Under the Building Better Regions Program (Round Three funding), Council successfully partnered with three other shires to execute a Connect 2 Business project for business start-ups and career development
- Under Our Rivers Our Region Funding, certain components of the Balranald Riverfront Walking Trail were completed, which will help to further boost nature-based tourist visitation to the shire and boost the visitor economy



The Market Street Streetscape Revitalisation Project plays an important role in motivating travellers to stop, shop and stay and helping to boost the visitor economy

PILLAR 4. OUR CULTURE

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








World Heritage Listed Mungo National Park & the Willandra Lakes region is a heritage asset of cultural significance and as a tourist destination

PILLAR 4. Our Culture

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

STRATEGIES	What we said we wanted to achieve	
4.1 Strengthen Promote opportunities to acknowledge and celebrate our diverse cultures, heritage, artistic expression, religions and faiths.	4.1.1 Identify, protect and interpret our significant heritage sites. <ul style="list-style-type: none">Report on Shire Heritage study and any recommendations for Heritage ListingSupport promotions	

Performance Measures	What has been our progress	
4.1.1 Identify, protect and interpret our significant heritage sites	<ul style="list-style-type: none">Review Shire heritage assets and recommendations for heritage listing. Not yet commenced.Review Shire heritage assets and recommendations for heritage listing. Not yet commenced.Cultural Committee to discuss and advise Council of opportunities to assist but Cultural Committee is currently inactive. Tourism Coordinator to work with other cultural groups to identify promotional opportunities and activitiesSignificant heritage sites such as Mungo National Park have been recognised and well promoted.A Council report that catalogues these sites has not been completed	Key
Recommend and report to Council heritage sites for heritage listing		
Report to Council Cultural Committee's advice on promotional opportunities		
		
		
		



Other Achievements & Highlights for Pillar 4

- World Heritage Listed Mungo National Park has continued to be a key cultural and heritage attraction for visitors to the Shire. Council worked collaboratively with NSW National Parks to promote and protect the park. The 'We Are Explorers' campaign is an example of this joint inter-agency venture.
- Council continued to promote and sponsor the Bal-Archies Art Exhibition. This is a yearly event usually held during Balranald's 5 Rivers Outback Festival and features artwork of people, animals and birds portraits display and judged
- Council continued to be an active contributor to the South West Arts initiatives
- Through grants, Council has either completed or commenced a number of projects to enhance cultural sites and infrastructure
- Through the "Drought Community" grant, Council funded the banner to promote the Gallery's "Bal-Archies" exhibition. The banner is displayed on the side wall of the Theatre Royal



The fabulous banner promoting two popular annual cultural events the Bal-Archies Art Exhibition and the 5 Rivers Outback festival

PILLAR 5. OUR INFRASTRUCTURE

A community that
maintains and strengthens
its natural and built
environment








Euston's Eco-Trail Development Project was completed in the 2020/2021 year and is a good example of both maintaining and strengthening the natural environment

PILLAR 5. Our Infrastructure









A community that maintains and strengthens its natural and built environment

STRATEGIES	What we said we wanted to achieve
<p>5.1 To preserve and enhance our natural environments ensuring they remain sustainable, healthy and clean</p>	<p>5.1.1 Continual focus on reducing our environmental footprint and being environmentally sustainable</p> <ul style="list-style-type: none">• Implement community education on environmentally friendly practices• Maintain modern and efficient plant fleet <p>5.1.2 Maintain healthy and clean river systems</p>
<p>5.2 Promote key health, community communications and infrastructure improvements.</p>	<p>5.2.1 Extend mobile coverage especially in the Hatfield / Claire area and National Parks.</p> <ul style="list-style-type: none">• Lobby for extension of mobile phone coverage across the Shire <p>5.2.2 Prepare Strategic Plans for Water and Sewer supply</p> <ul style="list-style-type: none">• Make application to undertake Integrated Water Cycle Management Strategy <p>5.2.3 Prepare and implement plans and strategies in support of maintaining health standards in the Shire</p> <ul style="list-style-type: none">• Inspect all food premises• Inspect private swimming pools• Undertake approved water sampling program• Implement onsite sewerage management plan
<p>5.3 Plan, maintain and develop key transport, energy and community infrastructure</p>	<p>5.3.1 Identify and lobby for key transport and road infrastructure improvements.</p> <ul style="list-style-type: none">• Continue to participate in R2R program• Finalise roads asset management plan• Continue to work with NSW Roads and Maritime Service to undertake grant works• Lobby for increased road funding• Finalise projects approved under the Natural Disaster Funding program

STRATEGIES	What we said we wanted to achieve
5.3 Plan, maintain and develop key transport, energy and community infrastructure (cont)	<p>5.3.2 Provide for more and improved footpaths, bike paths and mobility scooter paved concrete paths.</p> <ul style="list-style-type: none"> • Review the pedestrian access management policy • Ensure design and construction consider Council's Disability Inclusion Action Plan <p>5.3.3 Identify potential access to new energy technologies and infrastructure</p> <ul style="list-style-type: none"> • Implement energy efficiency technology to Council operations where financially feasible <p>5.3.5 Provide community infrastructure</p> <ul style="list-style-type: none"> • Provide and maintain community assets and infrastructure in a strategic and cost effective manner • Review Council Asset Management Plans • Continue the development of the Balranald Pool to include a splash pad and finish off upgrade of amenities block • Report opportunities to further enhance and develop Euston/Robinvale walking track

Performance Measures	What has been our progress	
<p>5.1.1 Continual focus on reducing our environmental footprint and being environmentally sustainable</p> <p>Collection program undertaken</p> <p>Collect domestic and business waster as per service agreement</p> <p>Implement procedures to meet requirements of the Biosecurity Act 2015</p> <p>Inspections carried out using grant funding</p> <p>Encourage compliance with legislation and community education</p>	<ul style="list-style-type: none"> • Program undertaken • Achieved as per service agreement • Procedures implemented as per requirements of the Biosecurity Act 2015 • Funding received and inspections were carried out • Compliance encouraged and promoted 	<p>Key</p>     

Performance Measures	What has been our progress	
<p>5.1.1 Continual focus on reducing our environmental footprint and being environmentally sustainable (cont)</p> <p>Annual Plant replacement programme reviewed and adopted</p> <p>Review plant charge out rates every six months and report to Council</p> <p>5.2.1 Extend mobile coverage especially in the Hatfield/Clare area and National Parks</p> <p>Lobbying undertaken and report provided to Council</p> <p>5.2.2 Prepare Strategic Plans for Water & Sewer supply</p> <p>Application to undertake Integrated Water Cycle Management Strategy is completed and submitted</p> <p>5.2.3 Prepare and implement plans and strategies in support of maintaining health standards in the Shire</p> <p>Inspections of food premises undertaken</p> <p>Private swimming pools inspected and community education about pool safety implemented/reinforced</p>	<ul style="list-style-type: none"> Replacement Program reviewed and adopted Full review of plant charges, on-costs and how rates are valued at needs to be completed. This was not completed due to resourcing issues. Council was an advocate for the successfully funded Hatfield small-cell mobile tower Application Completed Ongoing food inspection program Inspections conducted on as-needed basis (minimum every three years). 	<p>Key</p> <p>↑</p> <p>↓</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p>

Performance Measures	What has been our progress	
		Key
Compliance with relevant standards achieved	<ul style="list-style-type: none"> Compliance achieved 	
Approvals issued and Council onsite sewerage management plan enforced	<ul style="list-style-type: none"> Sewerage management plan enforced 	
5.3.1 Identify and lobby for key transport and road infrastructure improvements		
Council expends all grant funding assigned to it each year under their Roads to Recovery program	<ul style="list-style-type: none"> Grant Funds expended 	
Council achieves its own source of expenditure requirement for the program		
Long term gravel pit access strategy and rehabilitation program adopted	<ul style="list-style-type: none"> Individual Asset Management Plans need to be completed. A review of the overarching Asset Plan was completed. 	
Road Funding achieved and programs delivered with the agreed time frame and budget	<ul style="list-style-type: none"> Funding achieved and programs delivered on time and budge 	
Lobbying for increased road funding undertaken and report provided to Council	<ul style="list-style-type: none"> Funding for roads at an all time high during the current period 	
Approved programs under the Natural Disaster Funding program delivered with the agreed time frame and budget	<ul style="list-style-type: none"> Approved programs delivered 	
5.3.2 Provide for more and improved footpaths, bike paths and mobility scooter paved concrete paths		
Report to Council on update of pedestrian footpath policy	<ul style="list-style-type: none"> A series of footpath work was completed in Balranald and Euston 	
Completion of allocated budget for footpath works		

Performance Measures	What has been our progress	Key
Disability Inclusion Action plan requirements included in design and specification	<ul style="list-style-type: none"> The Disability Inclusion Action Plan it needs to be reviewed and updated by Council in consultation with the Strengthening Community Access Inclusion and Wellbeing Advisory Committee and the Ageing Well, Aged Care & Facilities Advisory Committee for their consideration and advice 	
5.3.3 Identify potential access to new energy technologies and infrastructure Measures for energy efficiency in refurbishment/construction programs	<ul style="list-style-type: none"> Energy Audit on Council buildings completed and actions addressed 	
5.3.5 Provide community infrastructure Assets and community infrastructure meets acceptable community service levels Cemeteries operated effectively and efficiently and meets acceptable community service levels Policy to operate and maintain Balranald Caravan Park developed in accordance with contract Balranald Aerodrome operated in accordance with acceptable community service levels and within CASA guidelines Water and sewage data collection done in a timely manner and reported within deadlines to State authorities and reports to Council Potable water quality maintained in all town water supplies Infrastructure renewal works completed as per approved capital works program	<ul style="list-style-type: none"> Individual Asset Management Plans need to be completed. A review of the overarching Asset Plan was completed. Cemeteries meet community service levels Balranald Caravan Park operated and maintained in accordance with contract Balranald Aerodrome operated in accordance with community service levels and within CASA guidelines Data collection done and reported in accordance with deadlines Water quality maintained in all towns Infrastructure renewal works completed per approved capital works program 	      

Performance Measures	What has been our progress	
Review of Asset Management brings plans up to date with current community service levels and delivery program capabilities	<ul style="list-style-type: none"> The Individual Asset Management Plans need to be completed. A review of the overarching Asset Plan was completed 	<div>Key</div> <div>↓</div>
Completion of Balranald Pool program within agreed milestones, within allocated budget and all reporting requirements met	<ul style="list-style-type: none"> Completed program 	<div>↑</div>
Successful application for grant funding to further enhance and develop Euston/Robinvale walking track	<ul style="list-style-type: none"> Grant application successful 	<div>↑</div>



Other Achievements & Highlights for Pillar 5

- Council has Secured Federal Government Funding under the Local Roads and Community Infrastructure Fund and committed to a number of shire-wide infrastructure projects. There are two rounds – the first round projects will be begin in the last quarter of 2021
- Council has secured funding to upgrade the Balranald Lions Park. This work is scheduled to occur next Financial year - 2021/2022
- A contract has been awarded for construction of new football change rooms at Greenham Park. The construction of new change rooms for the football club is designed to cater for the future introduction of women's football as well as facilities for mixed gender umpires in response to changing trends in the sport will commence late September 2021

Under the Drought Community Fund - Round 2 a number of projects were completed including:

- Road works - major patrol grading of local roads
- Grid replacements
- Bend Scott Bird Walk
- New Bore



Other Achievements & Highlights for Pillar 5

- Under the Drought Community Fund - Round 2, a series of community projects (27) were supported and completed in the 2020/21 financial year
- Under the Local Roads and Community Infrastructure 10 projects were completed included the Euston Forest/Eco-Trail and River Pathway and pathway upgrades in Balranald and Euston in the 2020/21 financial year
- Under the Rivers Our Region Funding the footpath of the Balranald Riverfront Walking Trail was completed

Projects in progress at this point in time includes:

- Balranald Riverfront Walking Trail
- Balranald Swing Bridge
- Balranald Cultural and Learning Centre - Construction of large workshop
- Balranald Tennis Courts
- Sealing of a number of local roads
- Balranald Discovery Centre



Under the Stronger Community Fund Round 3 a grant was recieved for the construction of a large workshop area and a climate controlled storage at the Balranald Cultural Learning Centre/Gallery

PILLAR 6. OUR LEADERSHIP

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



Our Youth Mayor, Jackson Bialobrzewski (to the far right) provides wonderful leadership to the young people in our community

PILLAR 5. Our Infrastructure

A community that maintains and strengthens its natural and built environment

STRATEGIES	What we said we wanted to achieve
<p>6.1 Promote strong leadership and governance that underpins a more strategic approach to community engagement, community and regional development and organisational sustainability.</p>	<p>5.1.1 Establish a Leadership Development Network and Strategy</p> <ul style="list-style-type: none">• Audit current leadership development and network opportunities at Local, Regional and State levels
<p>6.2 Strengthen collaboration and partnerships across all levels of government.</p>	<p>6.2.2 Seek collaborative approaches in both planning and delivery of community services</p> <ul style="list-style-type: none">• Create a culture of collaboration and participatory approaches to planning and services delivery• Operate and provide government agency facilities where business case is developed• Develop cross border relationships and across border services
<p>6.3 Advocate on issues and opportunities to achieve our community aspirations.</p>	<p>6.3.1 Encourage community member participation in decision making</p> <ul style="list-style-type: none">• Continue to encourage committee and community involvement in Council activities <p>6.3.2 Ensure that Council is efficiently managed to provide civic leadership and good governance to meet all future needs of the Balranald Shire area</p> <ul style="list-style-type: none">• Provide good governance, sustainable financial management and effective support services for all Council activities• Strengthen capacity of Local Emergency Services• Continue to review of the Bidgee Haven Hostel to ensure financial sustainability

Performance Measures	What has been our progress	
<p>6.1.1 Promote strong leadership and governance that underpins a more strategic approach to community engagement, community and regional development and organisational sustainability.</p> <p>Enrol staff in leadership based courses</p> <p>Have staff complete and pass further studies undertaken</p> <p>6.2.2 Seek collaborative approaches in both planning and delivery of community services</p> <p>Workshops held in groups - clubs, associations to seek partnerships in service deliver</p> <p>Council actively participates in regional meetings</p> <p>Service NSW Agency operated in accordance with agreed service contract</p> <p>Meet with Cross Border Commissioner</p> <p>Establish effective working relationship</p>	<ul style="list-style-type: none"> • Staff enrolled in leadership based courses and programs • Ongoing training and studies as required • No workshops held but Council's relationships with clubs, associations and organisations in Shire are active and strong • Council actively participated in regional meetings with regional organisations, Councils and other government agencies - and under Covid-19 rules when required • Agency operated in accordance with agreed service contract • Relations with Cross Border Commissioner evident and strengthened by shared pandemic border control management 	<p>Key</p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>

Performance Measures	What has been our progress	
<p>6.3.1 Encourage community member participation in decision making</p> <p>Establish and adoption of a terms of reference for each committee and community group</p> <p>Committees provided support through in-kind contribution and cash contribution to be spent on approved projects</p> <p>6.3.2 Ensure that Council is efficiently managed to provide civic leadership and good governance to meet all future needs of the Balranald Shire area</p> <p>Business Improvement Plan Progress reported to Council every quarter</p> <p>Lobbying to state and Commonwealth governments for increase in revenue is undertaken</p> <p>Meetings with Emergency Management Committee and Local Rescue Committee held and an exercise program developed and undertaken</p> <p>Support to NSW Rural Fire Service and Rescue and State Emergency Services provided annually</p> <p>Report to Council of review of the Bidgee Haven Hostel's financial sustainability</p>	<ul style="list-style-type: none"> Advisory Committees were launched in September 2020 with monthly meetings and minuted reporting to Council underway In-kind and cash contribution provided as required for approved projects Implementation of Council's adopted Business Improvement Plan Currently not undertaken Meetings held and attended when and as required Annual support is provided Review is ongoing 	<p>Key</p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p> <p></p>



Other Achievements & Highlights for Pillar 6

- In the 2018/19 year Council became a member of the Far West Joint Organisation. This group consists of 5 Councils and the aim is to promote development and inter-council in the regional through projects and sharing of services
- In the 2018/19 year Council invited representatives from industry, small business, emerging industries and most importantly OUR COMMUNITY to come along and participate in a Community Growth Forum to:
 - Collaborate and network – building relationships and awareness.
 - Learn about present and future developments in our community
 - Identify specific challenges and opportunities that are both cross-cutting and industry specific
 - Develop strategies and prioritise actions to strengthen and grow current and emerging

In 2020 Council established a new advisory committee framework of seven advisory committees including a facility for an Executive of Chairs where the Chairpersons from each committee collaborate and engage regularly with the Administrator and the General Manager. The advisory committees include:

- The Youth Council
- Growing Business, Industry, Tourism
- Strengthening Community Access, Inclusion & Well-Being
- Ageing Well, Aged Care & Facilities
- Balranald Beautification
- Sport and Recreation
- Euston Progressive



Euston Progressive Advisory Committee members' induction held in Euston