

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 OUR ANNUAL REPORT

This annual report has been compiled to outline Council's achievements for the 2020/21 financial year, as well as providing a detailed financial analysis on Council's operations. The annual report not only reports on the work of Council during the financial year, but also takes the opportunity to acknowledge our achievements for the community.

It highlights the diversity of services Council provides to the community and how these services were achieved with the resources available to Council.

The report also presents how Council met its statutory requirements, as required by various Acts.

Annual Report – Summary

Key focuses of the annual report are:

- An overview of who we are
- How the achievements occurred against Council's commitments, as outlined in the Community Strategic Plan
- Measurement against expected results
- How Council met its statutory reporting requirements and
- Council's overall financial performance

Further Information

Hard copies of this annual report are available from the Balranald Shire Council Office, 70 Market Street Balranald, during business hours.

Electronic copies are also available on our website. To request a copy, email or phone our Customer Service Centre using the details below:

Web: www.balranald.nsw.gov.au
Email: council@balranald.nsw.gov.au
Phone: (03) 5020 1300



3.

ADMINISTRATOR'S FOREWORD

Mr Mike Colreavy

Throughout 2020-2021, the COVID-19 pandemic continued to challenge our local Shire community. Having challenged most of our local businesses, the pandemic also demanded creativity from Council's workforce. We responded tirelessly to emergency management arrangements for the pandemic. Where it was feasible, the lockdowns caused some of us to work from home for lengthy periods, while continuing to deliver the essential services expected from Council. While at times this was frustrating, many of us seized upon the opportunity to acquire new technology skills, and to implement new ways of working.

By February 2021, Council entered the second year under administration (which is scheduled to continue until September 2024). As your Administrator, I would like to acknowledge the earnest interest and support that I receive from many local people across the Shire who regularly provide me with their views and advice on local government matters that affect us all, and to thank you all for that whether you hail from Kyalite, Euston, Balranald, or one of our outlying rural areas. I particularly acknowledge the valued advice of participants in Council's six Advisory Committees, as well as the Youth Council. These Committees make a significant contribution through their thoughtful insight into the six established pillars of community well-being identified in our Community Strategic Plan - our people, our place, our economy, our culture, our infrastructure, and our leadership.

I want to thank Council's workforce for their undying commitment to local service levels. Although generally we have been able to support and retain the workforce, the year ended with yet another General Manager departing Council, after only a short period in the job. The regular churn of people through that crucial executive role tells me that we must look for a more workable approach to recruiting and keeping our senior people, to achieve greater longevity with improved continuity for our strategic planning and service delivery.

A fortunate side-effect of the pandemic has been the unprecedented level of grant funding that Council has received in the form of economic stimulus funding from the State and Commonwealth Governments. We are grateful to both levels of Government for having received our fair share which has contributed to keeping the local economy alive in tough economic times, mostly through infrastructure renewals.

This Annual Report is published in compliance with section 404 of the Local Government Act 1993 (LG Act) and Clause 217 of the Local Government (General) Regulation 2005. The legislation envisages a report on Council's achievements in implementing its delivery program for the year and other additional information, which you will find throughout this document.

Mike Colreavy
ADMINISTRATOR



ABOUT BALRANALD SHIRE

A Snapshot

Located in Far South West NSW, approximately 850km south west of Sydney, Balranald Shire is often described as 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.



Population
2,300
approx



7%
Indigenous



Area
21,699
square km



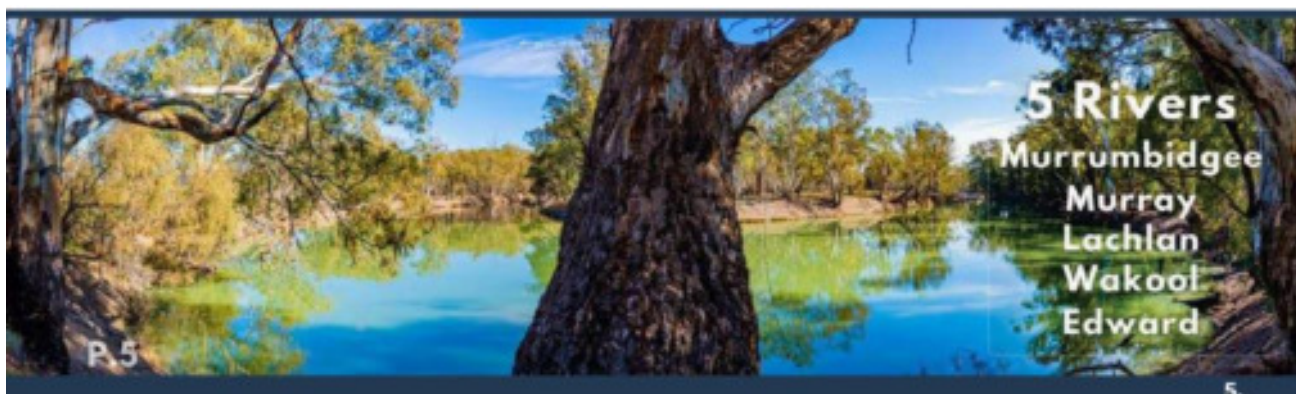
Agriculture
Grains
Sheep
Cattle



Industries
Horticulture & Viticulture
Renewable Energy
Trees - Fruit & Nut
Timber Harvesting
Tourism



National Parks
Mungo NP - World
Heritage Willandra
Lakes Region
Yanga NP



ORGANISATIONAL STRUCTURE



BALRANALD SHIRE ADMINISTRATOR

On Wednesday 29 January 2020, the Governor of New South Wales appointed Mr Michael Colreavy as the Administrator of the Balranald Shire Council. Mr Colreavy replaced the elected Mayor and Councillors whose offices were declared vacant by the NSW Governor. Mr Colreavy has been appointed for a term of more than four years, which will conclude at the next local government elections in September 2024.

Mr Colreavy's appointment provides independent leadership with priorities to:

- Restore good governance in cooperation with the Balranald Shire Council Executive Team
- Restore good relationships with the community
- Ensure that the community's voice is heard and represented

In the 2020/21 financial year, under Administration, Council held 11 ordinary meetings and 5 extraordinary meetings. Meetings are generally held at the Council Chambers every third Tuesday of the month.

Council meetings are open to the public, except in circumstances where matters require confidentiality due to legal or commercial-in-confidence matters. Business papers are made available on Council's website at:

<http://www.balranald.nsw.gov.au/council-documents/council-agenda/>

Payments for the Administrator were as follows:

Expense Category	Amount
Salary	\$ 123,810
Accommodation & Away from Home Allowance	\$ 17,679
Telephone	\$ 1,200
IT Licences	\$ 603
Meeting Expenses	\$ 71
TOTAL	\$ 143,363

ADVISORY COMMITTEES

Youth Council Strategic Focus:

- Strengthen the capacity of our young people to participate and thrive in all facets of community life
- Identify training, education and enterprise skill development needs and connect with / advocate for relevant opportunities
- Promote Youth Mental Health awareness and create and support opportunities for the diversity of Shire youth to come together
- Youth Week event organisation
- Provide a welcoming and inclusive platform for young people to provide ideas and voice concerns to Council
- Develop a Term and annual (or biennial) Action Plan to guide Advisory Committee priorities and actions
- Assist Council with decisions regarding infrastructure, service and program growth and advocacy within mandate



Achievements

- Launch/Unveiling 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:
 - Day Trip to Mildura as part of the Youth Summer Program
 - Game Nights
 - Pool Party
 - Disco Night
- Staging the Christmas Movie Night



Official launch & unveiling of "Swampy the Frog"

8.

Growing Business, Industry, Tourism

Strategic Focus:

- Represent the Shire community to encourage equitable access to the benefits of economic development and industry growth (includes identifying opportunities for increased local employment and local training needs to ensure improved employment options for residents)
- Maintain a Tourism Asset Portfolio to ensure the preservation and/or development of natural, heritage/cultural and built assets (sites), historic stories and narratives
- Assist with the establishment of new tourism events and the development of existing tourism events.
- Assist Council with investment attraction and tourism promotion
- Organise Business after dark events (as per Business Chamber and BEC topics/initiatives)
- Support infrastructure and event grant funding prioritisation and applications
- Actively seek and develop small business – industry synergy/ partnerships
- Develop a term and annual (or biennial) Action Plan to guide Advisory Committee priorities and actions
- Establish and nurture a volunteership of members (both from committee and community) to resource on-the-ground activity for tourism development
- Actively support and collaborate with the Euston Progressive Committee for business and tourism promotion and development



Achievements

- Providing advice & recommendations in the Discovery Centre precinct Integration Project process
- Providing recommendations in reference to the heavy traffic through Balranald township and the safety and social impacts to Transport NSW
- Developing an annual plan for the Committee scheduling guest speakers and visits to other towns to learn how to grow business, encourage industry & attract tourism to the Shire
- Developing the "Project HQ" initiative whereby an otherwise empty space temporarily becomes a hub for recording community ideas that are then threshed out in a public forum aimed at developing master plans for all the Shire's towns and villages, as well as contributing to a Community Strategic Plan



Picture shows the latest concept design for the Discovery Centre precinct

9.

Strengthening Community Access, Inclusion & Well-Being Strategic Focus:

- Map & monitor provision of health, well-being and connection/inclusion services and programs
- Plan and advocate regarding closing service gaps and increasing equitable access
- Support and promote community knowledge of, and access to, all available services
- Provide a platform for increased coordination and collaboration of health, well-being and connection services and programs (both local and visiting)
- Identify and promote inclusion of community diversity and events and programs which celebrate diversity
- Develop a term and annual (or biennial) Action Plan to guide Advisory Committee priorities and actions
- Assist Council with decisions regarding infrastructure, service and program growth and advocacy within mandate



Achievements

- Commencing the research and development of a local and visiting health & wellbeing services' directory for the area, identifying service "gaps" to advocate for unmet needs
- Providing visiting services with a "touch-point" in the Shire, to increase their knowledge by starting each SCAIW meeting with a guest speaker from a local or visiting service
- Supporting services with requests for "local knowledge" including on their understanding of service gaps, the recruitment of positions locally and how best to connect with local communities
- Supporting Council with the development of the Balranald Shire Community Health Profile via the Western NSW Primary Health Network
- Advising Council on areas relating to Access, Inclusion & Wellbeing including providing support with the Disability Inclusion Action Plan



Maari Ma Health Balranald is one of the local service providers providing local knowledge to the committee

10.

Ageing Well, Aged Care & Facilities

Strategic Focus:

- Provide a platform to positively promote and support all community members to age well in the setting of their choice
- Identify and advocate for remedy of key service gaps to better support ageing well
- Identify and encourage opportunities which showcase the qualities, assets and skills of our ageing community and provide opportunities for the sharing of these with younger community members
- Reference group to the Hostel Dementia Ward development
- Develop a term and annual (or biennial) Action Plan to guide Advisory Committee priorities and actions
- Assist Council with decisions regarding infrastructure, service and program growth and advocacy within mandate



Achievements

- Advising and supporting Council with the Senior Citizen's Week event, including helping with the food preparation and the supply of board games and playing cards for the Games Afternoon
- Providing Council advice and recommendations in reference to Bidgee Haven Retirement Hostel
- Providing advice & recommendations to Council in reference to the Senior Citizens building and facility
- Undertaking a survey and research on the needs of the Shire's senior citizens



Photos are of our Senior Citizens Week Event

11.

Balranald Beautification Strategic Focus:

- Represent Shire communities in a coordinated and considered approach to town beautification
- Collaborate in the planning of larger beautification efforts to ensure consistent focus and branding
- Develop a term and annual (or biennial) Action Plan to guide Advisory Committee priorities and actions
- Assist Council with decisions regarding infrastructure, service and program growth and advocacy within mandate



*Proposed toilet for the Balranald Cemetery.
A recommendation made by the Committee*



Achievements

- Facilitating a new Toilet for the Balranald Cemetery, which will be built later in 2021 or early 2022
- Recommending to Council to move the table and seats from the Corner of Mayall and Market Streets to the lawn area at the Senior Citizens Centre, which is now complete
- Working on the next project to improve the outlook of Balranald's main street by filling in the gaps of the Rose Gardens along Market Street and planting more greenery



Table & Seats relocated to the Senior Citizen's Centre

Sport & Recreation Strategic Focus:

- Represent the breadth of community sporting and recreation bodies equitably to ensure the broadest possible access of all community members to all available opportunities
- Partner with Council to catalogue and promote sporting and recreation opportunities across our Shire to encourage active participation for health and wellbeing benefits
- Encourage all sporting and recreation bodies to ensure positive messaging reaches all community members and especially our children and youth (including messages which prevent violence, discourage the use of drugs and alcohol, encourage fair and inclusive participation in sports for all – messaging to reflect State and Federal guidelines)
- Assist or partner with Council in development of projects and applications for infrastructure grant funding or events grant funding
- Assist Council with decisions regarding infrastructure, service and program growth and advocacy within mandate



Achievements

- Presenting ideas for Sporting & Recreation activities in context to easing Covid-19 Restrictions
- Identifying Sporting & Recreation Development priorities for the Shire
- Supporting Council's proposals in the Local Roads and Community Infrastructure Program under the second round, including:
 - Euston multi-court upgrade
 - Basketball courts for Balranald
 - New lighting on the Balranald Netball Courts
 - New training facilities for the Balranald Cricket Club
 - Balranald Motorcycle Club Canteen
 - Year-round swimming pool for Balranald
- Recommending projects for the Stronger Country Communities Round 4, including construction of new change rooms for the football club, 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



The committee supports a project for new change rooms at the football club in support of women's football, netball and mixed gender umpires in response to trends

13.

Euston Progressive Strategic Focus:

- Provide the Euston community a platform through which to connect with Council in the absence of elected representatives
- Advocate for the Euston community identified areas of interest and priority
- Develop a term and annual (or biennial) Action Plan to guide Advisory Committee priorities and actions
- Collaborate regularly with Business, Industry, Tourism Committee to ensure a whole-of-Shire approach is taken on tourism, beautification and economic development



Achievements

- Identifying a priority listing of works for Euston including town entrances showcasing Euston's key features such as:
 - The Regent Parrot
 - Grapes
 - The Murray River (fishing, skiing)
- Recommending a master plan be developed to document ideas about the town entry signs and use of public spaces to draw passing tourists into the township
- Commencing discussions on the key draw cards in attracting visitors to the area, including The Murray River, Regent Parrot, water skiing, camping, The Euston Club, tours of the vineyards, storyboards, toilet facilities and walking tracks



The Regent Parrot is being highlighted as one Euston's key drawcards by the committee

14.

Executive of Chairs Strategic Focus:

- Opportunity to collaborate on cross-committee interests or challenges
- Guidance/feedback from General Manager and Administrator on Committees' charters and achievements, fostering the Committee-Council relationship
- Share opportunities and challenges

Council Happenings

Regardless of the challenges of Covid-19 restrictions and lockdowns throughout the year, Council staff engaged with the community and guests whenever possible.



The GM, Oliver McNulty met with the crew at Balranald Southern Cross with their new emblem.



Winner of Council's annual Christmas Lights competition - Marilyn Williams



The GM, Oliver McNulty and Administrator, Michael Coleavy visiting an Almond Farm



The GM, Oliver McNulty with visiting Federal MP Susan Ley on Balranald's Swing Bridge



Council received a Gratitude Award from the Balranald Central School



Council is thrilled to have been included in the Children's Book Council of Australia Book Week 2020 event, the Curious Creatures, Wild Minds Project. Students' art is on display in Council reception



A community meeting was held at Clare Station and an opportunity to mingle with some of the more remote members of our community

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.



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 to deliver the Community Strategic Plan. The Strategy consists of three components:

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



Balranald Shire's Community Strategic Plan

Balranald Shire 2027 was adopted by Council in 2017. It maps the ways Council will achieve the 'Six Pillars of Well Being' over a 10 year period, namely:



Each pillar has community strategic objectives that the Council aims to deliver on. The six pillars were developed after listening to the community. Values that were highly appreciated by the community are identified.

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

The following outlines the strategic objectives from the Community Strategic Plan and a summary of what was achieved in 2020/21 under each strategic pillar.

THE SIX PILLARS - Objectives & Achievements

PILLAR 1. Our People

A community that is proactive, engaged & connected

Key Objectives

- Expand opportunities for social interaction
- Implement a Welcoming Strategy
- Encourage understanding, respect and tolerance between our diverse communities
- Improve communications & information dissemination
- Improve Council Engagement with the Community



Achievements

- Annual budget allocation for minimum of 5 events supported including:
 - Senior's Week
 - Australia Day Event
 - Town TWIG Music Event
 - Christmas Extravaganza
 - Movie Night
 - The Colour of Sound Youth Festival
- Ongoing volunteerism promoted and recognised through Council sponsored events as well as providing in-kind related work
- Ongoing exploration of opportunities with National Parks and Balranald Local Aboriginal Land Council (BLALC) for improved collaboration
- Regular updating of the Discover Balranald & Surrounds website
- The Shire's Community Newsletter was distributed on a monthly basis
- Regular Facebook & Twitter posts - a minimum of 5 per week
- Council held a grand opening of the Senior Citizen's Plaza, Swampy the Frog Play Sculpture bringing together a diverse local crowd of people facilitated by Youth Council and in the presence of local school students
- Co-funded a Wetlands Gala for local schools to build environmental awareness on the same day



Active Projects

- Review and update of Council's corporate website to improve communication and information dissemination
- Implementation of Council's Community Engagement Strategy including delivery of training to all staff and committees on community engagement



Projects yet to Commence

- Welcome Pack to be developed and provided to new residents
- New Residents to be acknowledged during Australia Day celebrations



Balranald Shire Council
Local Government



Discover Balranald & Surrounds

@DiscoverBalranald • 5 (11 reviews) • Tourist Information Center

Balranald Shire Council's Facebook Pages provide a minimum of 5 posts per week to inform & engage with residents

20.

PILLAR 2. Our Place

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

Key Objectives

- Prepare a population retention and attraction strategy
- Promote opportunities from potential mining, horticultural and energy investments
- Towns are safe and inviting for locals and visitors
- Identify groups within our community facing hardship and disadvantage
- Plan for an ageing population
- Develop a Disability Inclusion Action Plan
- Plan, construct, operate and maintain recreational facilities
- Create and/or promote events



Achievements

- Maintenance to parks, public areas and facilities maintained to agreed standards
- Meetings with Police and other agencies held bi-monthly to ensure the towns are safe & inviting to locals and visitors
- The Strengthening Access, Inclusion and Wellbeing Advisory Committee identified and advised on groups within our community facing hardship and disadvantage with minutes reported to Council
- The Ageing Well, Aged Care and Facilities Advisory Committee meets and provides recommendations to Council on needs and options for an ageing population
- Agreed events have been promoted through Council networks including social media
- Youth Council has staged a number of events throughout the year including:
 - Launch of Swampy the Frog
 - Christmas Extravaganza
 - Movie Night
 - The Colour of Sound Youth Festival
- Free song writing workshop held in the Shire utilising South West Arts
- Regardless of COVID-19 restrictions throughout the year, Council was able to stage or support a number of community events including Senior's Week, Australia Day and the Town TWIG music event



Active Projects

- Development of an Investment Attraction Strategy
- Regular dialogue with Companies and Government Agencies



Projects yet to Commence

- Review and Update of the Disability Inclusion Action Plan
- Incorporation of Asset Management Plan into the Long Term Financial Plan (LTFP)
- Bring building condition ratings up to date and implement into future asset management plans and budgets



ANZAC Park fencing upgrade in keeping with our commitment to maintain our parks and public areas

22.

PILLAR 3. Our Economy

A community that ensures a strong and resilient economy

Key Objectives

- Implement regular business networking and training initiatives
- Promote use of enterprise creation and expansion schemes and funding sources
- Formulate and implement a Balranald Shire Tourism and Marketing Strategy
- Improve Heritage Park (Discovery Centre Precinct)
- Improve links between Balranald communities and Mungo and Yanga National Parks
- Develop and improve Shire signage
- Implement physical improvements to Market Street
- Maximise regional development opportunities



Achievements

- The Growing Business, Industry & Tourism Advisory Committee has been active with recommendations and reporting to Council
- Promoting the availability of government business support programs to local businesses via social media platforms, the website and emails
- Collaboration with tourist operators, agencies and other LGAs in joint marketing programs & initiatives
- Balranald Discovery Centre funded and operated within budget
- Discovery Centre Integration Project Masterplan has been developed
- Council has engaged with and promoted to our 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
- Council has been working collaboratively with government agencies, regional organisations and neighbouring Councils to improve the environmental outcomes for the Murrumbidgee River and Yanga Lake



Active Projects

- Ongoing lobbying to State agencies and National Parks & Wildlife Services Management regarding road upgrade (sealing Mungo National Park access and loop roads)
- Upgrade works to improve access to Mungo National Park have been scheduled and completed through Council's ongoing capital works program for roads
- Ongoing engagement with business operators to expand and strengthen business and tourism activities



Projects yet to Commence

- Reactivate the "Balranald Business Online" project with local operators
- Undertake a tourism signage audit and present a report with recommendations
- Research other Shires experiencing new mining-related business activity through contact over phone, internet and in-person visits
- Implement a formal Land Release Strategy for Euston and Balranald
- Develop a Tourism Strategy & Destination Management Plan
- Lobby for improved directional and information signage leading to, from and within National Parks



Projects such as the development of Balranald's Riverfront Walking Trail support Council's strategies to grow the visitor economy

24.

PILLAR 4. Our Culture

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

Key Objectives

- Identify, protect and interpret our significant heritage sites
- Support promotions



Active Projects

- Construction of the large workshop area and climate controlled storage for permanent artworks collection at the Balranald Cultural and Learning Centre



Projects yet to Commence

- Review Shire heritage assets and recommendations for heritage listing
- Develop report cataloguing the Shire's heritage sites



Achievements

- Council was active in supporting and promoting a number of cultural events during the year regardless of COVID-19 lockdowns and restrictions, events included the Town TWIG music event, The Colour of Sound Youth Music Festival and a Song Writing Workshop
- Through grants, Council has enhanced the following cultural sites and infrastructure:
 - The Balranald Theatre Royal
 - Balranald Cultural Learning Centre
- Through the "Drought Community" grant, Council funded the banner to promote the Gallery's "Bal-Archies" exhibition, which is displayed on the side wall of the Theatre Royal



Photo is of the Town TWIG cultural event at Yanga NP supported by Council as part of the Acre Project in with South West Arts, Swan Hill Rural City Council, Murray River Council and Gunnawarra Shire Council

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PILLAR 5. Our Infrastructure

A community that maintains and strengthens its natural and built environment

Key Objectives

- Continual focus on reducing our environmental footprint and being environmentally sustainable
- Extend mobile coverage especially in the Hatfield/Clare area and National Parks
- Prepare strategic plans for water and sewer supply
- Prepare and implement Plans and strategies in support of maintaining health standards in the Shire
- Identify and lobby for key transport and road infrastructure improvements
- Provide for more and improved footpaths and mobility scooter paved concrete paths
- Identify potential access to new energy technologies & infrastructure
- Provide community infrastructure



Achievements

- Drummuster collection program undertaken in Balranald & Euston
- Collection of domestic and business waste as per service agreement
- Noxious weeds procedures implemented to meet requirements of the Biosecurity Act 2015
- Implementation of the Companion Animals Act 1998 and encouragement of compliance with legislation and community education through the community newsletter and social media
- Advocated for the successfully funded Hatfield small-cell mobile tower
- Food premise inspections conducted twice per year
- Private swimming pool inspections implemented in accordance with regulations, once in every three year period, with Compliance Certificates and fees/charges in place
- Water sampling compliant with NSW Health allocated sample program
- Council expended grant funding assigned to it under the Roads to Recovery program on a 4 year program
- Road funding achieved and programs delivered with the agreed time frame & budget
- Successful lobbying for increased road funding with funding at an all time high



Achievements

- Completion of allocated funding for footpath works in Euston & Balranald
- Energy Audit on Council buildings completed
- Cemeteries operated effectively and efficiently and meets acceptable community service levels
- Aerodrome operated in accordance with acceptable community service levels and within CASA guidelines
- Water and sewerage 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
- Euston/Robinvale Eco-Trail Walking Track completed in line with grant funding
- Under Drought Communities Fund, facilitated funding for 32 community organisations for infrastructure improvements totalling in excess of \$300,000
- Council successfully extended the Frog theme throughout the Market Street CBD with stainless steel inlays and a giant frog Play Sculpture under the Market Streetscape Revitalisation



Active Projects

- Development of a long term gravel pit access strategy
- Lobbying State agencies and National Parks & Wildlife Services Management regarding road upgrade (sealing Mungo National Park access & loop roads)
- Upgrade works scheduled and completed through Council's ongoing capital works program for roads
- Review of assets and community infrastructure
- Management of onsite sewerage management systems



Projects yet to Commence

- Review and Update of the Disability Inclusion Action Plan
- Undertake review of Council's Asset Management Plan
- Upgrades to the Janelle Masters Memorial Pool have been completed, however, initial enquiries on the splash play area revealed a high financial risk in terms of maintenance and operation, so not investigated further in the reporting period



Completion of the Euston Forest Eco-Trail & River Pathway

28.

PILLAR 6. Our Leadership

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

Key Objectives

- Establish a Leadership Development Network and Strategy
- Seek approaches in both planning and delivery of community services
- Encourage community member participation in decision making
- Ensure that Council is efficiently managed to provide civic leadership and good governance to meet all future needs of the Balranald Shire area



In January 2021 long-time Council staff member Carol Holmes received the Norma Male Award recognising an employee considered to have made an outstanding contribution during the year.



Achievements

- Staff encouraged and assisted in completing further studies
- Council actively participated in regional meetings (under Covid-19 rules) with regional organisations, Councils and other government agencies
- Service NSW outlet operated in accordance with agreed service contract
- Strengthened relations with Cross Border Commissioner through shared pandemic border control management
- Advisory Committees were launched within the financial year with monthly meetings and minuted reporting to Council underway
- Local Emergency Management Committee and Local Rescue Committee meetings held to manage the pandemic response
- Annual support to NSW Rural Fire Service, Fire & Rescue NSW and State Emergency Services



Active Projects

- Review of Bidgee Haven Hostel operations to ensure financial sustainability
- Encourage clubs, associations and organisations to seek partnerships in service delivery providing active and strong Council relationships with clubs, associations and organisations in Shire
- Audit and gap analysis undertaken to determine levels of service and leadership development of Council staff



Projects yet to Commence

- Lobbying to State and Commonwealth governments to increase revenue allocation for regional councils
- Implement Council's adopted Business Improvement Plan



In September 2020 Council's Advisory Committees were officially launched and committees inducted at sessions held in Balranald & Euston. The picture shows Euston Progressive Advisory Committee members' induction held in Euston.

SUMMARY OF GRANTS & PROJECTS

Completed ✓



Australian Government
Department of Industry, Science,
Energy and Resources

DROUGHT COMMUNITY FUND - ROUND 2

PROJECT	Budget/Expenditure @30/06/2021	Alignment with our Six Pillars					
		P1	P2	P3	P4	P5	P6
MR431 Arumpo Road	Bugt: \$10,350 Exp: \$10,350			✓		✓	
Grid Replacements: • Mildura Ivanhoe Grid Replacement • Oxley Claire Grid Replacement • Nandum Corrongo Grid Replacement	Bugt: \$278, 252 Exp: \$138, 707		✓			✓	
Ben Scott Bird Walk	Bugt: \$50,000 Exp: \$50,008		✓	✓			
Drought Community Infrastructure Round 2 - See the list of community projects below ★	Bugt: \$250,000 Exp: \$248,634		✓	✓	✓	✓	
Engineering Admin Consultant	Bugt: \$15,000 Exp: \$15,000					✓	
New Bore - Duckshot Station for Nandum Corrongo Road	Bugt: \$0 Exp: \$53,936		✓			✓	
Rural Local Roads - Major patrol grading of local roads: • Tilara Road: • Tammit Road • Prungle Mail Road • Euston Pringle Road • Guthul Road • Prungle Marma Road • Magenta D Block • Turlee Leaghur Road • Mildura Ivanhoe Road • Melton Grove Dockerty • Carinya Road • Redbank Weir • Oxley Clare Road • Nandum Corrongo Road • Wooranbara Corrongo Road • Tarwong Freshwater Road • Clare Freshwater Road • Clare Mossiel Road	Bugt: \$396,397 Exp: \$486,188		✓	✓		✓	

DROUGHT COMMUNITY FUND - ROUND 2 (cont.)

★ List of projects under the Drought Community Infrastructure Round 2



Australian Government
Department of Industry, Science,
Energy and Resources

Organisation	Project Description	Budget/Invoiced @30/06/2021	Alignment with our Six Pillars					
			P1	P2	P3	P4	P5	P6
Balranald 5 Rivers Outback Festival	Family Fun Day at Kyalite Pub	Bugt: \$10,000 Inv: \$10,032	✓	✓	✓	✓		
Balranald Art Gallery	Bal-Archies Banner at Theatre Royal	Bugt: \$10,000 Inv: \$10,977			✓	✓		
Balranald Central School	BCS Wellbeing Program	Bugt: \$ 7,000 Inv: \$ 7,000	✓	✓				
Balranald Early Learning Centre	Softfall and playground equipment	Bugt: \$10,000 Inv: \$10,000	✓	✓				
Balranald Art Gallery	Bal-Archies Banner at Theatre Royal	Bugt: \$10,000 Inv: \$10,977	✓	✓	✓	✓		
Balranald Golf Club	Replacement of old irrigation hoses and sprinklers	Bugt: \$ 8,438 Inv: \$ 8,438	✓	✓		✓	✓	
Balranald Inc	Murray Bidgee Family fun Day	Bugt: \$ 5,000 Inv: \$ 4,926	✓	✓	✓	✓		
Balranald Men's Shed	Installation of Verandah	Bugt: \$ 8,000 Inv: \$ 8,360	✓	✓				
Balranald 's Men's Shed	Security Cameras	Bugt: \$ 1,000 Inv: \$ 911		✓			✓	
Balranald's Men's Shed	Power Upgrade	Bugt: \$ 2,485 Inv: \$ 2,485		✓			✓	
Balranald's New Year's Eve Committee	Fireworks, band amusement rides, glow products, food, drinks	Bugt: \$ 9,200 Inv: \$ 9,443	✓	✓	✓	✓		
Balranald's Pony Club Inc.	Balranald Pony Club Shelter	Bugt: \$10,000 Inv: \$10,000	✓	✓		✓	✓	
Balranald Presbyterian Church	Fencing and grave stabilisation	Bugt: \$10,000 Inv: \$ 9,999		✓		✓	✓	
Balranald RSL Club Sub Branch	Anzac Park fence installation	Bugt: \$10,000 Inv: \$10,000		✓		✓	✓	
Balranald Southern Cross	Balranald Early Aviation History Signage, excess funds for roof repairs	Bugt: \$10,000 Inv: \$10,615	✓		✓	✓	✓	
Euston Preschool	New tables & chairs for the classroom	Bugt: \$ 1,340 Inv: \$ 1,606	✓	✓		✓		
Hatfield Recreation Reserve	Generator, Fridge, Freezer, Rainwater tank, hot water service	Bugt: \$ 9,363 Inv: \$ 8,429	✓	✓		✓	✓	
Homebush Recreation Reserve	Community Hall upgrade, purchase of storage container	Bugt: \$10,000 Inv: \$ 9,998	✓	✓		✓	✓	
Robinvale Euston Ski Race	Public Liability Cost, Soft drinks for race & purchase of a generator	Bugt: \$ 2,000 Inv: \$ 2,000	✓		✓	✓		

DROUGHT COMMUNITY FUND - ROUND 2 (cont.)



Australian Government
Department of Industry, Science,
Energy and Resources

★ List of projects under the Drought Community Infrastructure Round 2 (cont.)

Organisation	Project Description	Budget/Invoiced @30/06/2021	Alignment with our Six Pillars					
			P1	P2	P3	P4	P5	P6
St Barnabas Anglican Church	Repair roof and base course brickwork	Bugt: \$ 9,362 Inv: \$10,092		✓		✓	✓	
St Joseph's P & F	Annual Christmas Fete, rides, catering, rides, show-bags	Bugt: \$ 1,000 Inv: \$ 1,531	✓	✓	✓	✓		
St Joseph's P & F	Creative Hub, Demountable building	Bugt: \$10,000 Inv: \$10,000	✓	✓		✓		
Oxley Angling Club	Fish Release	Bugt: \$ 2,000 Inv: \$ 4,000		✓	✓		✓	
Balrarnald Inc.	Outdoor Christmas Tree	Bugt: \$10,000 Inv: \$12,617	✓	✓	✓	✓		
Balrarnald Community Arts & Crafts	Repair the Gallery's damaged roof	Bugt: \$10,000 Inv: \$ 7,403		✓	✓	✓	✓	
Homebush Landcare Group	Homebush Landcare Christmas Fete, rides, catering, prizes, showbags	Bugt: \$ 1,000 Inv: \$ 450	✓	✓	✓	✓		
Clare Sports Club	Repair & refurbish public toilet at Clare Recreation Reserve	Bugt: \$10,000 Inv: \$ 4,589	✓	✓		✓	✓	



Grid Replacements



Bal-Archies Banner at the Theatre Royal



New verandah at the Men's Shed



New fencing at Balrarnald Presbyterian Church



LOCAL ROADS & COMMUNITY INFRASTRUCTURE GRANT

PROJECT		Alignment with our Six Pillars					
		P1	P2	P3	P4	P5	P6
MR67 Traffic Signs & Road Furniture	Bugt: \$180,000 Exp: \$197,899		✓			✓	
Bertram, Taylor traffic calming - Euston	Bugt: \$120,000 Exp: \$164,424		✓			✓	
Euston Forest, Eco-Trail & River Pathway	Bugt: \$ 60,000 Exp: \$ 18,974		✓	✓	✓	✓	
Balranald Theatre Royal Heating	Bugt: \$100,000 Exp: \$ 86,738		✓		✓	✓	
Footpath construction - Euston & Balranald	Bugt: \$ 75,000 Exp: \$134,676		✓			✓	
Anzac Park Fencing & Toilet	Bugt: \$ 55,000 Exp: \$ 50,023		✓	✓		✓	
Purton Lane Drain & Sealing	Bugt: \$ 84,921 Exp: \$ 50,396		✓			✓	
Wampo Corner Upgrade	Bugt: \$ 80,000 Exp: \$ 73,589		✓			✓	
Greenham Park Hall Furniture & Storage Shed	Bugt: \$ 50,000 Exp: \$ 16,644	✓	✓			✓	
Murrumbidgee Bridge Path Upgrade	Bugt: \$ 28,000 Exp: \$ 16,686		✓	✓		✓	



Traffic Calming at Euston



Traffic Calming at Euston



Footpath Construction at Euston



Storage Shed at Greenham Park



Wampo Corner Upgrade

LOCAL ROADS & COMMUNITY INFRASTRUCTURE GRANT (cont.)

New Fencing at Anzac Park



New Toilet at Anzac Park



New heating at Balranald's Theatre Royal



Purton Lane Drain & Sealing, Balranald



Murrumbidgee Bridge Path Upgrade

SUMMARY OF GRANTS & PROJECTS

In Progress

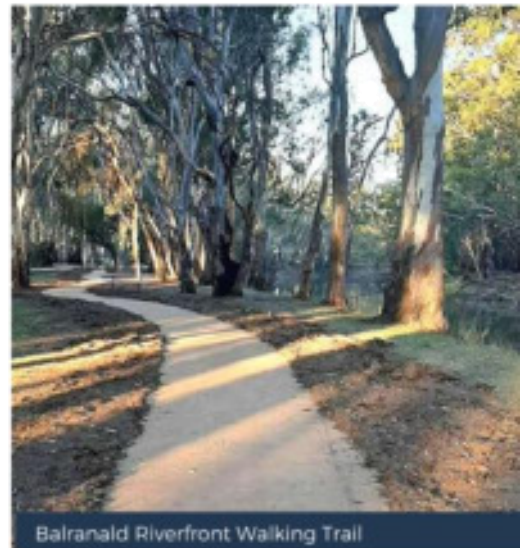
OUR RIVERS OUR REGION FUNDING

Balranald Riverfront Walking Trail

- Footpath Completed
- BBQ, gym equipment drinking fountain, furniture, toilet and story-board signage to be installed at River Bend

Balranald Swing Bridge

- Designs completed and contract given to widen the swing bridge to 2m wide (wheelchair accessible) and change the walking surface to make it dog friendly
- Bridge approaches also to be upgraded



Balranald Riverfront Walking Trail

STRONGER COUNTRY COMMUNITY FUND ROUND 3

Balranald Cultural and Learning Centre

- Construction commenced on large workshop area
- Project to also include a climate controlled storage for permanent artworks collection

Balranald Tennis Courts

- Work progressing on four new sand filled artificial grass courts
- Tennis club members assisted with removing old fencing
- New fencing to be installed
- Hoping to install light to the new artificial courts in the future to allow for night time play



Plans for the proposed workshop

FIXING LOCAL ROADS TO RECOVERY

Weimby Kyalite Road

- 2km sealed in 2020/21 further 10km to be sealed in 2021/22

Kyalite Moulamein Road

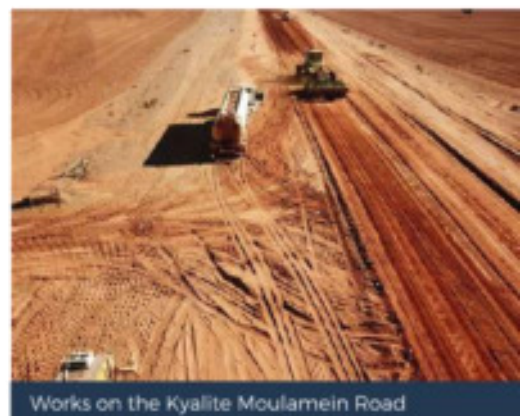
- Improved drainage, extended culverts, minor realignment and road widening of 1.2km

MR 514 Oxley Road

- Improved drainage, extended culverts, minor realignment and road widening of 2km

Marma Box Creek Road

- Works began this reporting year, continuing next year



Works on the Kyalite Moulamein Road

SUMMARY OF GRANTS & PROJECTS

Water & Sewer

Water Mains Replacement

- Market Street Balranald
- Selwyn Street & Cowper Street Euston
- \$45,000 cost for each town
- This is an ongoing project with some mains being replaced each year

Sewer Relining

- Various streets around Balranald
- \$300,000 spent
- This is an ongoing project with sections being relined each year

Euston Water Tower

- Corrosion protection installed for Euston filtered water tower

Other Projects

Balranald Discovery Centre

- Plans have been drawn up and presented to enclose the separate buildings at the precinct to form one whole building with a central foyer



Latest plans for the Balranald Discovery Centre precinct

Euston Cemetery

- The Local Land Services (LLS) sought to provide financial assistance towards a Council project to replace the fence and gates such that the Cemetery would be inaccessible to rabbits and other wildlife seeking food and shelter in the Cemetery grounds
- The installation of a new toilet was completed in this reporting period, tree planting and irrigation will proceed when resources permit



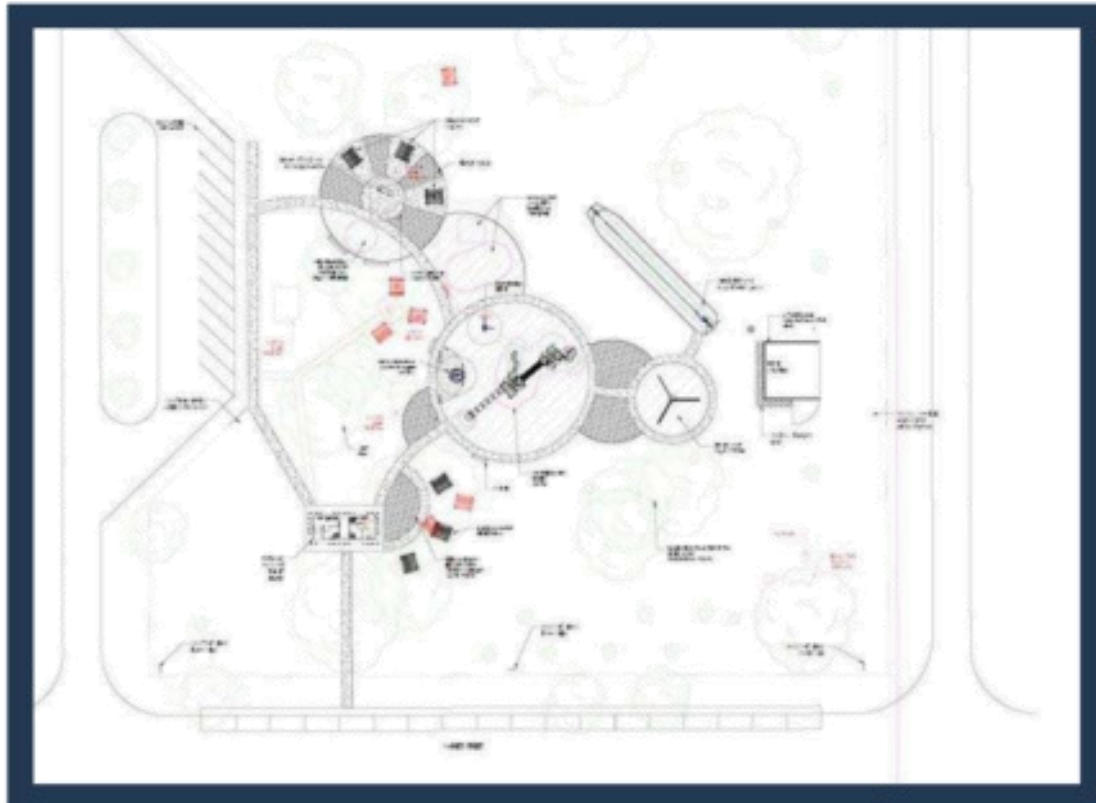
Euston Cemetery new toilets and fence



Other Projects

Lions Park

- Council received funding of \$534,000 for the construction of Stage 1 of the proposed development of an adventure playground, together with improvements to toilet and other facilities at Lions Park
- Additional funding has been sought for a further stage of this exciting project



Greenham Park - Football Change Rooms

- A contract has been awarded for construction of new football change rooms at Greenham Park, 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
- Construction of new change rooms for the football club will commence late September 2021

DONATIONS BY COUNCIL

One way Council supports and actively participates in the community is through its donations and contributions program. Each year, Council makes available to community groups the opportunity to apply for grants that can be used in programs that provide community benefit.

Total donations made by Council to support our local community across different funding streams is **\$6,848**. Donations and contributions can be either in the form of a cash donation, a waiver of fees or in-kind. For the 2020/21 year, Council approved the following donations and contributions:

Contract Description	Amount
Balranald Lodge No 214	\$ 500.00
Balranald Football Netball Club	\$ 500.00
Ryan Bruton	\$ 500.00
VRA	\$ 158.00
St Vinnies	\$ 300.00
Shaun Parker & Company	\$ 336.00
Balranald Central School	\$ 100.00
St Joseph's Catholic Primary School	\$ 60.00
Euston Public School	\$ 60.00
Balranald Central School - Year 12 Formal	\$ 336.00
Swimming Pool - St Josephs School & Euston	\$2,700.00
NSW Police Force (Greenham Park Hall Hire)	\$ 158.00
Yesterdays Stories (CWA Hall)	\$ 110.00
Balranald Art/Crafts Kid Korner	\$ 480.00
DADFA's Team	\$ 550.00
TOTAL	\$6,848

STATUTORY INFORMATION



Contracts Awarded Greater than \$150,000

Details of each contract awarded by Council during the 2020/21 financial year are presented in the table below.

Contract Description	Awarded To	Cost Including GST
Football Club Change Rooms Upgrade	PJ & SG Murphy	\$491,700
Balranald Tennis Courts Upgrade	Equipment Solutions Plus	\$227,614
Creative Arts Learning Centre & Balranald Art Gallery	PJ & SG Murphy	\$255,000



Disability Inclusion Act 2014

In accordance with the Disability Inclusion Act 2014, Council made a resolution at its 17th November 2020 Ordinary Meeting to review the current Disability Action Plan. While this is yet to happen, Council will be seeking recommendations and input via its Strengthening Community Access, Inclusion & Well-Being Advisory Committee and the Ageing Well, Aged Care & Facilities Advisory Committee during 2021/22 into the new plan.

Council embraces the inclusion of people with a disability in all aspects of community life. Some activities that evidence Council's commitment to disability inclusion are:

- Disabled friendly toilet facilities installed at Euston Cemetery & Anzac Park in Balranald
- Improved disabled access to the Swing Bridge
- Consideration of inclusion for all in the design and construction of the Balranald Riverfront project
- Large print and audio books purchased at the Library for vision impaired
- Strengthening Community Access, Inclusion and Well-being and Ageing Well and Aged Care Facilities Advisory Committee's established to provide input into all major projects



Equal Employment Opportunities

Code of Conduct training is delivered to all staff across the organisation. Council has the appropriate policies and procedures in place to govern the Equal Employment Opportunity (EEO) management Plan. Council actively supports the principles and practices of EEO.

The induction process and job advertisements adhere with EEO policies.



Functions Delegated to Other Organisations

Council did not delegate any functions to other organisations for the 2020/21 financial year.



Government Information (Public Access) Act 2009 and Regulation sl 25(1)

Government Information (Public Access) Act 2009 and Regulation sl 25(1) Part 7 Section 125 (1) of the Government Information (Public Access) Act 2009, known as the GIPA Act, states that each agency (of which Balranald Shire Council is one) must, within 4 months after the end of each reporting year, prepare an annual report on the agency's obligations under this Act for submission to the Minister responsible for the agency.

Council fulfilled its responsibilities in regard to reporting for the 2020/21 year. During 2020/21 there was one (1) formal information access application received and completed.



Public Interest Disclosure Act 1994 and Regulation s31 c14

Public Interest Disclosure Act 1994 and Regulation s31 c14, similar to the reporting requirement under the GIPA Act and Regulations, Councils are required to submit a Public Interest Disclosures Annual Report to the Minister and a copy is also provided to the NSW Ombudsman. Council submitted their Public Interest Disclosure (PID) Annual Report with the required time frame, which is within 4 months after the end of the financial year. Council received zero (0) submissions for the 2020/21 year.

Council's policy conforms to its Code of Conduct, Equal Employment Opportunity Policy, Workplace Harassment Policy and Workplace Grievance Procedure Policy.

The policy is accessible to all staff and the public via Council's website and is required to be reviewed every two years (the current version was adopted in February 2017).

Description	Number
Number of Public Officials who made PIDs	0
Number of PIDs Received	0
Number of PIDs Finalised	0



Legal Proceedings

A summary of legal proceedings either commenced by, or commenced against, Council are summarised as follows. The figures show the total cost to council.

Description	Status at 30 June 2021	Cost to Council
<i>Employment Matter</i> Employment Dispute	Completed	\$ 1,000



Planning Agreements

Council did not enter into any planning agreements for the 2020/21 financial year.



Rates and Charges Written Off

Council did not write off any general rates in the 2020/21 financial year.



Special Rate Variation

In 2019 Council applied for a multi-year special variation to:

- increase its general income by 10% for each year from 2019/20 to 2024/25, a cumulative
- increase of 94.87% over seven years, and -retain this increase in its rate base permanently

The SRV only applies to the General rate component of the annual rates notices – the increases under this SRV do not apply to the waste, water and sewer access charges.

The IPART decision highlighted the fact that even with the SRV, Council's forecast average rate in 2024/25 of \$555 is lower than neighbouring council's current rates and significantly below the NSW state average. **The additional funding generated for 2020/21 year from the SRV was \$253,095.**

The additional funding raised through the SRV was allowed to be spent for the purposes of funding operating and capital expenditure for its key assets - buildings, roads, bridges and drainage networks, and improving its financial sustainability.



General Managers Remuneration

The total remuneration packages for the General Manager function during the year was **\$530,095**.



Senior Staff Remuneration

The total remuneration package for Council's two senior staff for the year (excluding the General Manager position) is broken down in the following components:

Description	Total Remuneration
(i) The total of the values of the components of their packages	\$ 410,000
ii) the total amount of any bonus payments, performance payments or other payments made to them that do not form part of the salary components of their packages	\$ 0
(iii) the total amount payable by the council by way of the employer's contribution or salary sacrifice to any superannuation scheme to which any of them may be a contributor	\$ 34,681
(iv) the total value of any non-cash benefits for which any of them may elect under the package	\$ 41,594
(v) the total amount payable by the council by way of fringe benefits tax for any such non-cash benefits	\$ 16,407



Work Carried Out on Private Land

Council undertakes private works. For the 2020/21 financial year, the revenue generated from private works was **\$176,579**. Council is, under Section 67 of the Local Government Act 1993, able to perform private works by agreement with the owner or occupier of any private land.

Examples of works done during 2020/21 under Section 67 included:

- Water and sewer connections
- Water and sewer maintenance
- Driveway access construction
- Supply of Materials, Plant, Equipment & Labor hire
- Water from Council's standpipe



Swimming Pool Inspections

Under the Swimming Pools Act 1992, Council is required to make provision for the inspection, at least once every 3 years, of any swimming pool situated on premises on which there is tourist and visitor accommodation or more than 2 dwellings.

For the 2020/21 financial year, Council undertook **one (1)** inspection which was compliant.



Companion Animals Management, Companion Animals Act (1998)

Only dogs are kept at the Council pound. For the 2020/21 financial year, pound statistics were:

Description	Number
Placed into the Pound by seize by Council ranger or owner surrender	20
Stolen from Council Pound	1
Return to Owners	14
Euthanised Dogs	0
Sold/Re-homed	0
Released to re-homing organisations	5

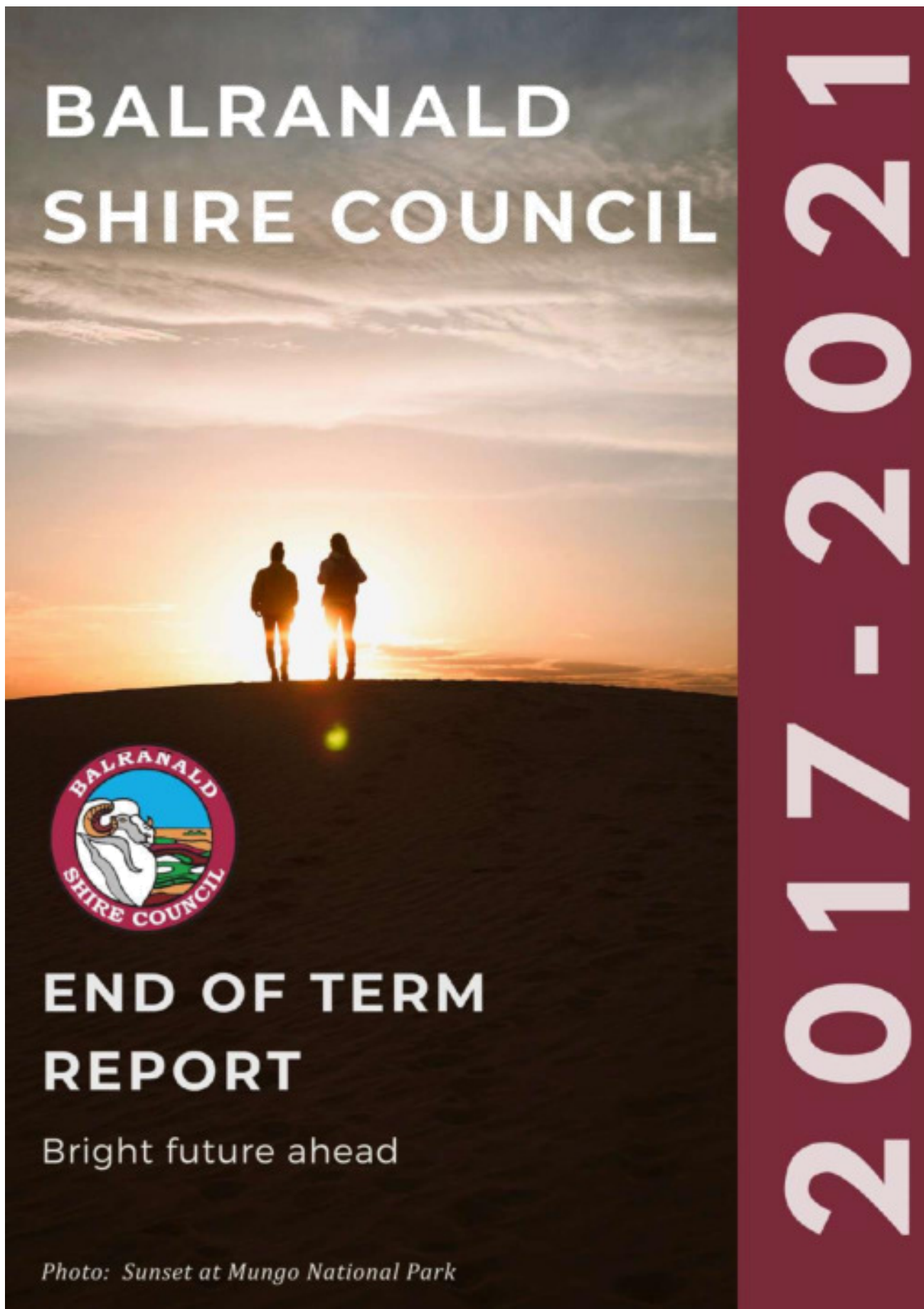
There **were no dog attacks** reported to Council for the 2020/21 financial year.

Funding spent by Council in 2020/21 totalled **\$11,284** compared with 2019/20 **\$11,019**. Expenditure includes animal upkeep, repairs to the pound and ranger costs.

There are no designated off-leash areas within the Balranald Shire Council local government area.

FINANCIAL REPORT

Due to a changeover of key staff at the end of financial year, Council has not been able to present their Audited Annual Financial Statements at this time. The Office of Local Government has provided an extension for the completion of these statements. Once available, these documents will be added to the Annual Report and published on Council's website.



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.



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





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

6.

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."



7.

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*

9.

PILLAR 1. Our People

A community that is proactive, engaged & connected

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

Performance Measures	What has been our progress	Key
<p>1.1.1 Expand opportunities for social interaction</p> <p>Annual Budget allocation & minimum 5 events supported</p> <p>Potential collaborations and partnerships identified</p> <p>Volunteerism promoted and recognised through Council sponsored events as well as provide in-kind related work</p>	<p>Council stages and supports a number of events each year including:</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 2018 Council supported the Inaugural Great Murray Salami Festival held in Euston <p>• 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</p> <p>• 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</p> <p>• Further joint marketing and collaborations planned with National Parks, Destination NSW and Destination Riverina Murray</p> <p>• Substantial volunteer hours provided by Committee members of Council's Advisory Committee framework</p> <p>• A number of Volunteers provide support during the staging of Australia Day, Seniors Week and Youth Week and Youth Council's events</p> <p>• 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</p> <p>• Further promotion and programs are to be implemented</p>	<p>↑</p> <p>↑</p> <p>↔</p> <p>↓</p> <p>↓</p>
<p>1.2.1 Implement a Welcoming Strategy</p> <p>New residents acknowledged during Australia Day celebration</p> <p>Welcome pack developed and provided to new residents</p>	<p>• 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</p> <p>• Dependent on Council's capacity to identify new residents, further consideration will be given to such a metric through Council's advisory committees</p>	<p>↓</p> <p>↓</p>

Performance Measures	What has been our progress	
1.2.2 Expand opportunities for social interaction Explore opportunities with National Parks and Balranald Local Aboriginal Land Council (BLALC) for improved collaboration	<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 	Key 
1.2.3 Improve communications and information dissemination Council website reviewed and updated	<ul style="list-style-type: none"> • Council recently tendered for consultant to complete a full review of IT Resources and Infrastructure and updated website 	
Regular updating of Discover Balranald and Surrounds website	<ul style="list-style-type: none"> • 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 	
Shire Newsletter is distributed monthly	<ul style="list-style-type: none"> • 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 	
1.2.4 Improve Council engagement with the community Minimum of five (5) Facebook and Twitter Posts per week	<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	
<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 <ul style="list-style-type: none"> 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>Key</p> <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

15.

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!

16.

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 Create opportunities to assist community members who are disadvantaged, or have a disability</p>	<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 Provide and promote a wide range of lifestyle opportunities and activities, facilities and the environment to provide safe and inviting communities.</p>	<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)

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>	<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 	<p>Key</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>	<ul style="list-style-type: none"> 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. 	
<p>Conduct advertising to promote the Shire</p>	<ul style="list-style-type: none"> 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 	 

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>↑</p> <p>↑</p>
<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>↔</p>
<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 	<p>↔</p>

Performance Measures	What has been our progress	Key
2.2.3 Develop a Disability Inclusion Action Plan Works program from the adopted Disability Action Plan is within operational budget and compliant with plan	<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 	 
2.3.1 Plan, construct, operate and maintain recreation facilities Asset management plan incorporated into the Long Term Financial Plan (LTFP) Report of review of all Council buildings prepared on the condition that assessment and the estimated cost to bring buildings to satisfactory condition	<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. 	 
2.3.2 Create and/or promote events Cultural events and activities held in the shire	<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

21.

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

22.

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>3.1.1 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 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>3.2.1 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	What we said we wanted to achieve
<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 (cont.)</p> <p>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.</p>	<p>3.2.7 Implement physical improvements to Market Street</p> <ul style="list-style-type: none"> • 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 <p>3.3.1 Prepare an Economic Development Strategy</p> <p>3.3.2 Utilise the Trade Training Centre to enhance the range of local training programs.</p> <p>3.3.3 Instigate an Organics Centre of Excellence.</p> <p>3.3.4 Maximise regional development opportunities</p> <ul style="list-style-type: none"> • 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
3.1.1 Implement regular business networking and training initiative Undertake a quarterly "pow wow" and report to Council on outcomes of discussion Face to Face meetings with individual business will be conducted monthly and report to council	<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 	 
3.1.2 Promote use of enterprise creation and expansion schemes and funding sources Research undertaken and programs promoted to businesses	<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 	
3.2.1 Formulate and implement a Balranald Shire Tourism and Marketing Strategy Joint marketing and promotion programs undertaken	<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 	 

Performance Measures	What has been our progress	
3.2.1 Formulate and implement a Balranald Shire Tourism and Marketing Strategy (cont.) Balranald Business Online Websites developed and online training provided as per grant funding	<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. 	Key 
3.2.2 Improve Heritage Park (Discovery Centre Precinct) Balranald Discovery Centre funded and operated within budget Develop a Balranald Discovery Centre Precinct Master Plan	<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 	
3.2.3 Develop Eco-Trail in the Euston Forest	<ul style="list-style-type: none"> Under the Local Road and Community Infrastructure Grant the Euston Forest, Eco-Trail & River Pathway was completed 	
3.2.4 Improve links between Balranald communities and Mungo and Yanga National Parks Tourism Strategy plan adopted by Council Successful applications for joint grant application received	<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		Key
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	<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 	
Successful grant funding application and continuing upgrades	<ul style="list-style-type: none"> 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	<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.) 	
Report to Council on membership requirements to join the Association of Mining Related Councils	<ul style="list-style-type: none"> 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 	
Report to Council on the Implementation of Land Release Strategy for Euston and Balranald	<ul style="list-style-type: none"> 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, Gannawarra 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 28.

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

29.

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.	<p>4.1.1 Identify, protect and interpret our significant heritage sites.</p> <ul style="list-style-type: none"> • Report on Shire Heritage study and any recommendations for Heritage Listing • Support promotions

Performance Measures	What has been our progress	Key
<p>4.1.1 Identify, protect and interpret our significant heritage sites</p> <p>Recommend and report to Council heritage sites for heritage listing</p> <p>Report to Council Cultural Committee's advice on promotional opportunities</p>	<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 activities • Significant heritage sites such as Mungo National Park have been recognised and well promoted. • A Council report that catalogues these sites has not been completed 	<p>Key</p> <p>↓</p> <p>↓</p> <p>↓</p> <p>↑</p> <p>↓</p>



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

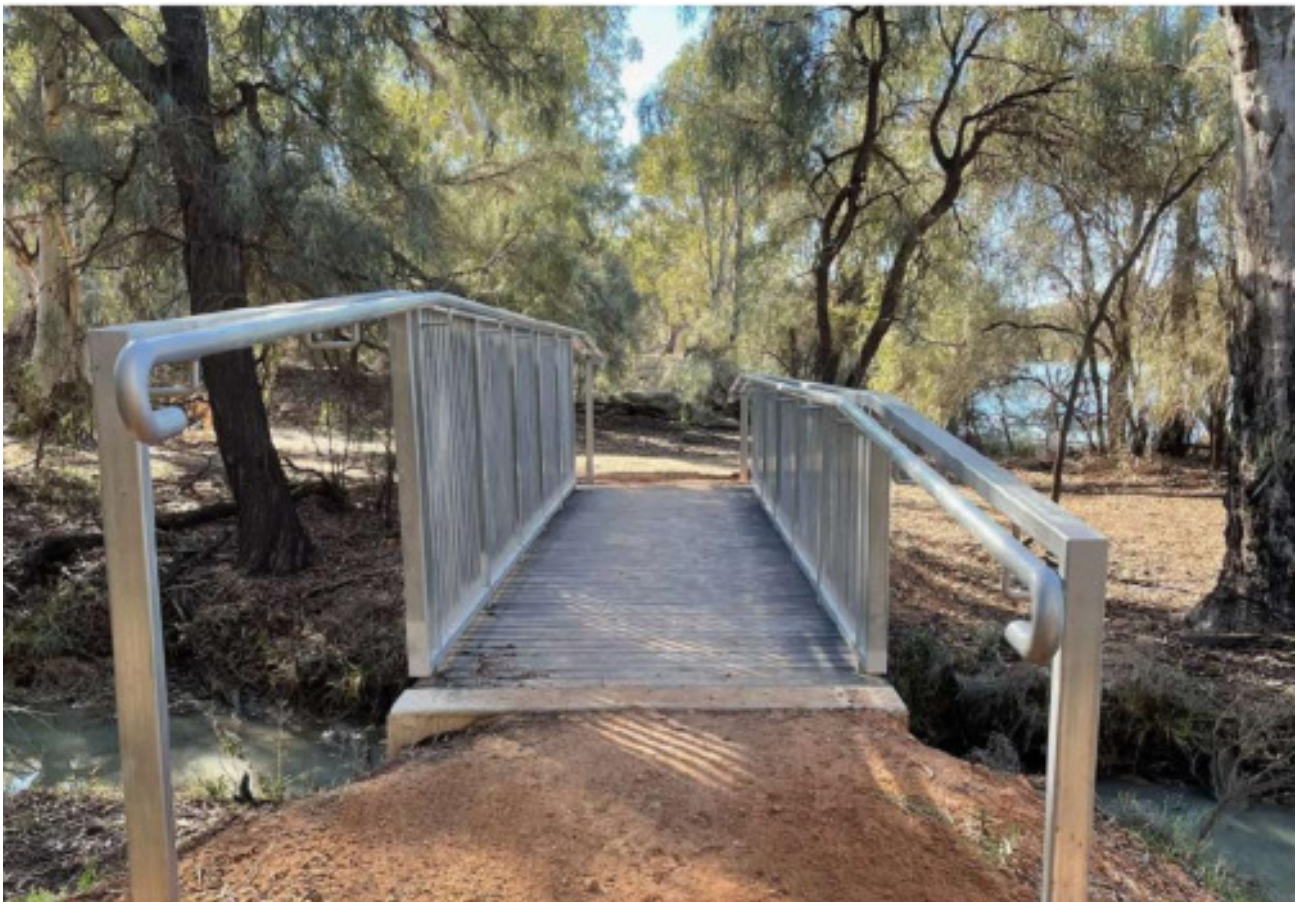


The fabulous banner promoting two popular annual cultural events the Bal-Archies Art Exhibition and the 5 Rivers Outback festival

31.

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

32.

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>5.2 Promote key health, community communications and infrastructure improvements.</p> <p>5.3 Plan, maintain and develop key transport, energy and community infrastructure</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>5.2.1 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>5.3.1 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	Key
<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>↑</p> <p>↑</p> <p>↑</p> <p>↑</p> <p>↑</p>

Performance Measures	What has been our progress	
5.1.1 Continual focus on reducing our environmental footprint and being environmentally sustainable (cont)		Key
Annual Plant replacement programme reviewed and adopted	<ul style="list-style-type: none"> Replacement Program reviewed and adopted 	
Review plant charge out rates every six months and report to Council	<ul style="list-style-type: none"> 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. 	
5.2.1 Extend mobile coverage especially in the Hatfield/Clare area and National Parks		
Lobbying undertaken and report provided to Council	<ul style="list-style-type: none"> Council was an advocate for the successfully funded Hatfield small-cell mobile tower 	
5.2.2 Prepare Strategic Plans for Water & Sewer supply		
Application to undertake Integrated Water Cycle Management Strategy is completed and submitted	<ul style="list-style-type: none"> Application Completed 	
5.2.3 Prepare and implement plans and strategies in support of maintaining health standards in the Shire		
Inspections of food premises undertaken	<ul style="list-style-type: none"> Ongoing food inspection program 	
Private swimming pools inspected and community education about pool safety implemented/reinforced	<ul style="list-style-type: none"> Inspections conducted on as-needed basis (minimum every three years). 	

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	<ul style="list-style-type: none"> Individual Asset Management Plans need to be completed. A review of the overarching Asset Plan was completed. 	
Cemeteries operated effectively and efficiently and meets acceptable community service levels	<ul style="list-style-type: none"> Cemeteries meet community service levels 	
Policy to operate and maintain Balranald Caravan Park developed in accordance with contract	<ul style="list-style-type: none"> Balranald Caravan Park operated and maintained in accordance with contract 	
Balranald Aerodrome operated in accordance with acceptable community service levels and within CASA guidelines	<ul style="list-style-type: none"> Balranald Aerodrome operated in accordance with 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	<ul style="list-style-type: none"> Data collection done and reported in accordance with deadlines 	
Potable water quality maintained in all town water supplies	<ul style="list-style-type: none"> Water quality maintained in all towns 	
Infrastructure renewal works completed as per approved capital works program	<ul style="list-style-type: none"> 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

39.

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

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



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

44.



Australian Government
Department of Health

Ms Hodi Beauliv
Director Corporate & Community Services
Balranald Shire Council
hbeauliv@balranald.nsw.gov.au

Dear Ms Beauliv

**RURAL, REGIONAL AND OTHER SPECIAL NEEDS BUILDING FUND GRANT AGREEMENT –
BALARANALD SHIRE COUNCIL**

I am writing about the Rural, Regional and Other Special Needs Building Fund Deed of Agreement (the Agreement) executed between the Commonwealth and Balranald Shire Council on 17 July 2019. The grant of \$4,680,000 is for a capital works project at Balranald Retirement Hostel, with the subsequent grant of \$1,380,000 allocated as part of the 2020 Aged Care Approvals Round (ACAR) to support these works. One instalment payment of \$500,000 (GST exclusive) has been paid to date.

You have recently advised the Department of Health (the Department) of the possibility Balranald Shire Council may divest its interest in Balranald Retirement Hostel to a third party, and have sought further information about what impact this would have on the Agreement and the 2020 ACAR grant allocation.

The Agreement and the 2020 grant allocation

The Department is currently considering its available options for the Agreement and the 2020 ACAR grant allocation. These options, and the Department's preferred way forward, will be discussed further with you in the coming weeks.

Please note, however, there is no obligation for Balranald Shire Council to commence the capital works project so there is no breach to the Agreement's terms. Whilst the Agreement has a current Project Completion Date of 30 June 2022, this date can be varied as required (formalised through a Deed of Variation).

Suitable organisation to take over aged care operations

Whilst Balranald Shire Council must determine the criteria for any Expression of Interest process, from a departmental perspective, a third party suitable to take over the operation of Balranald Retirement Hostel should be:

- an approved provider of residential care under the *Aged Care Act 1997* (the Act);
- have experience in providing residential care, particularly in a rural/or regional area;
- committed to the proposed capital works outlined in the Agreement; and
- willing to take on the obligations of the Agreement.

Transfer of Balranald Retirement Hostel

If a suitable organisation is identified through the Expression of Interest process, there will be two separate transfer decisions for the Secretary of the Department. One decision is for the transfer

- 2 -

of residential care places allocated to Balranald Shire Council. Both parties (the transferor and transferee) apply to the Secretary to transfer the places by completing the following form: <https://www.health.gov.au/resources/publications/notice-to-transfer-aged-care-places-to-another-provider>. The Secretary may give both parties a veto notice rejecting the transfer if the Secretary is not satisfied of the matters set out in section 16-3 or 16-14 of the Act.

The second decision relates to the transfer of ownership of Balranald Retirement Hostel under the Agreement. As the proposed transfer of Balranald Retirement Hostel to another approved provider would constitute a "transfer of ownership" under Clause 13.1(f) of the Agreement, the Department would undertake a due diligence process and make a submission to the Secretary. As part of the due diligence process, the Department would consider the financial position of the third party, its record in providing residential care, its willingness to take on the capital works project and any financial arrangements associated with the transfer.

Both transfer decisions are considered on their merits and the delegate's decision cannot be pre-empted.

Deed of Novation

If the delegate agrees to the transfer of ownership of Balranald Retirement Hostel, the Department will draft a Deed of Novation to the Agreement. The Deed of Novation will formalise the transfer all remaining obligations under the Agreement from Balranald Shire Council to the third party.

Following the novation of the Agreement, the Department may enter into discussions with the new provider to change the scope of the capital works or the Conditions of the Agreement. The Department would endeavour to be as flexible as possible regarding any such negotiations.

I trust the above information is of assistance. Should you wish to discuss the above matters further, please contact Melanie Grealy on (02) 6289 2966 or email melanie.grealy@health.gov.au.

Yours sincerely



David Monaghan
Director
ACAR Operations Section
Indigenous and Thin Markets Branch
7 November 2021

<p>1</p> <p>Council should consider conducting a survey that canvasses the values of the organisation and formalise them expressly in a formal values document.</p>				
<p>2</p> <p>Council has a Gifts and Benefits Register (hard copy controlled Senior Executive Assistant). However, IA asked several staff members as to where it was located and the staff in question could not locate it or knew where it is housed.</p> <p>BSC must ensure that its staff and the elected body are familiar with the Register and the requirements prescribed within the Policy for making an entry in it.</p>	<p>Promotion of Gifts & Benefits Register through staff meetings and office promotions</p>	<p>December 2021</p>	<p>Directors and all Managers</p> <p>Communications staff</p>	<p>Staff advised of Gifts/Benefits at Code of Conduct Training in October 2021 - Flyers have been displayed around the offices and depots remind staff.</p>

<p>3</p> <p>The Risk Policy prescribes the responsibilities for risk management within BSC. Council has enterprise-wide risk registers. However, these have not been updated for a number of months and need updating as soon as is practicable.</p>				
<p>4</p> <p>BSC should consider undertaking a systematic fraud risk assessment across the entire Council as soon as is practicable.</p>	<p>Fraud Risk Assessment undertaken</p>	<p>March 2022</p>	<p>DCCS and HR?</p>	
<p>5</p> <p>Once the new policies (being drafted by the Acting General Manager) are formally implemented, Council should design a suitable policy register.</p>	<p>Develop a Policy Register</p>	<p>January 2022</p>	<p>SEA and DCCS</p>	

<p>6</p> <p>Council must consider undertaking a review and risk assessment of its IT System by qualified persons and then consider the implementation of any recommendations made.</p>	<p>IT Penetration testing</p>	<p>Once new system is implemented and then at least annually</p>	<p>DCCS & Records Officer</p>	<p>Tenders issued for new ITC Service – Item in November 2021 Council Meeting – New security procedure applied & removal of ex-staff access in 2021.</p>
<p>7</p> <p>Council has a strategic land use plan 2010 (on its G-drive). This document is 11 years old and should be reviewed as soon as is practicable.</p>				
<p>8</p> <p>Council has an LEP (2010). There is no formal program to review and update the LEP. IA is advised that the LEP is updated only when required. I note that the OLG considers it best practice to review planning instruments once every 5 years. Council should consider the utility in</p>				

undertaking a review of its LEP.				
9 Council does not have a procedures manual to assist staff when assessing DAs. However, a checklist is used during the assessment process that provides statutory compliance guidance. Council management should determine the utility in designing and implementing a full procedures manual for DA assessments.				
10 Council does not have a documented pre-lodgement advice process for development applicants. Advice is provided only if requested. The pre-lodgement advice is considered to be best practice by the OLG. BSC management should consider the utility in implementing a formal advice process				

<p>11</p> <p>Council has not formally evaluated its development assessment processes or undertaken a risk assessment of the process. Council should consider undertaking such an assessment as soon as is practicable.</p>				
<p>12</p> <p>Turnaround times for DAs are not reported to Council or Senior Management. This should be reported on a quarterly basis to the senior management team and the elected body.</p>				
<p>13</p> <p>Approximately 90% of DAs are assessed under delegated authority. The criteria for referral to Council is not formalised and is ad-hoc based on what Council has historically looked at. Council should determine specific referral criteria.</p>				

<p>14</p> <p>Pursuant to section 375 of the LGA, Council must keep a register of planning decisions (identification of councillors who support or oppose a planning decision). IA is advised Council does not have a register for planning decisions.</p> <p>Council should implement a compliant register as soon as is practicable.</p>				
<p>15</p> <p>Council does not have a formal reporting mechanism for regular reporting to senior staff and the elected body in relation to development matters before a court or tribunal. Council should consider implementing a formal reporting requirement for such matters.</p>				

<p>16</p> <p>Council does not currently have in place any form of developer contribution plan (such as s94 plans). Council should consider this as soon as practical as this process could provide another source of revenue.</p>				
<p>17</p> <p>Council does not have a program for monitoring compliance with environmental requirements. Council does not have an enforcement and prosecution policy.</p> <p>BSC should consider implementing a program and an enforcement and prosecution policy.</p>				

<p>18</p> <p>Council does not have a system for reporting and investigating reports of non-compliance or unauthorised development. Council should implement such a system as soon as is practicable.</p>				
<p>19</p> <p>Council does not have a formal compliance program for operations it is required to monitor under the public health legislation. Council checks food premises pursuant to the legislation but does not monitor skin penetration businesses within the LGA. Council should formalise these requirements and undertake all public health requirements it is mandated to under statute.</p>				

<p>20</p> <p>Council does not have a stormwater management plan or a waste management strategy. There is a statutory requirement to have a formal stormwater management plan prior to levying an annual stormwater charge (within Council's rates). BSC should draft and implement suitable plans as soon as is practicable.</p>				
<p>21</p> <p>Council does not have a companion animals management plan in place. This is a high risk. If a serious dog attack took place within the LGA, Council is vulnerable to legal action. Council should implement a formal companion animal plan as soon as possible. Council does not have ranger position within its structure. Council should determine the need for the position as it is IAs view that it is a high risk not to have this position within the LGA.</p>				

<p>22</p> <p>Council has a pool inspection program. The Pool Register is currently being updated. IA is advised that the inspection process has finalised approximately 50% to 60% of mandatory inspections. This is due to a lack of resources. This issue of resourcing should be considered by senior management.</p>				
<p>23</p> <p>As stated above, the new Workforce Plan and Strategy, states the requirement of developing a succession planning program. BSC must ensure that adequate resources are provided to undertake this program as soon as is practicable.</p>	Develop a Succession Plan	February 2022	HR – lead GM & Directors - assist	

24 BSC should review the findings of its Staff Survey (February 2021) and determine what actions should be undertaken/addressed.	Review Staff survey and develop Action Plan	December 2021	ELT	
25 The Consultative Committee has a formal Constitution. However, the Constitution has not been reviewed in over 5 years. BSC should review the Constitution as soon as is practicable.				
26 Council should develop a recruitment policy/procedure and implement it as soon as is practicable.				

<p>27</p> <p>Pursuant to the Local Government (State) Award, Council must develop a training plan for its staff members and a budget to undertake the Plan's requirements.</p> <p>This issue has been canvassed within the HR Audit of 2019. Council still has not developed this key document. BSC should draft and implement a suitable plan as soon as is practicable.</p>				
<p>28</p> <p>At present Council does not conduct systematic work place risk assessments. Council should undertake such assessments as a matter of urgency.</p>				

<p>29</p> <p>Council does not include health and safety responsibilities/demands within Position Descriptions (PDs). Council should include these requirements within PDs.</p>				
<p>30</p> <p>Formally interviewing staff via an exit interview is <i>ad-hoc</i>. BSC should implement a suitable process to capture such information.</p>				
<p>31</p> <p>Council has a long-term asset strategy. However, the strategy expires in 2021. Council should update the strategy as soon as is practicable.</p>				

<p>32</p> <p>Council does not have a formal asset maintenance program. Asset maintenance is currently <i>ad-hoc</i>. Council should implement an appropriate asset maintenance program as soon as is practicable.</p>				
<p>33</p> <p>Council does not have an unplanned maintenance budget. Council should consider the utility in having an unplanned maintenance budget.</p>	<p>Unplanned Maintenance Budget Item</p>	<p>December 2021 for inclusion in 2022/23 Budget</p>	<p>DID – Lead DCCS - Assist</p>	
<p>34</p> <p>Council does not have a plant replacement policy. Council should implement an appropriate policy in due course.</p>	<p>Plant Replacement Policy</p>	<p>December 2021 for inclusion in 2022/23 Budget</p>	<p>Manager Engineering – Lead DCCS – Assist</p>	

<p>35</p> <p>Council does not have a land register (s53 LGA). Council must implement a suitable land register as soon as is practicable.</p>				
<p>36</p> <p>Council does not have plans of management of all of its community land (s36 LGA). Council must implement plans of management for all of its community land.</p> <p>37</p> <p>Council does not keep a register for leases and licences for land it owns or controls. BSC should implement a suitable register as soon as is practicable.</p>				

<p>38</p> <p>Council does not deposit income generated for crown lands into a trust account/fund S411 LGA and Clause 204 LG Regs). Such monies are deposited into Council's general revenue fund. Council should ensure monies from crown lands under its control are deposited in to an appropriate trust account.</p>	<p>Establish Trust Account/Fund for each Crown Land Reserve that generates income</p>	<p>May 2022</p>	<p>DCCS</p>	
<p>39</p> <p>Council does not have a policy on borrowing or the use of loans. Council should consider the need for such a policy and if required, BSC should implement a suitable policy as soon as is practicable.</p>				

40 Council does not have a formal debt recovery strategy. Council should consider implementing a suitable strategy as soon as is practicable.	Develop a Debt Recovery Strategy	February 2022	DCCS		
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ACTIONS REPORT				
Outstanding	Division:	Printed: 11 November 2021 10:19 AM		
	Committee:	Date From:		
	Officer:	Date To:		
Meeting	Date	Officer	Title	Target
Council 19/05/2020	19/05/2020	Beauliv, Hodi	ADMINISTRATOR'S MINUTE - SOUND FINANCIAL MANAGEMENT FOR COUNCIL	30/06/2021
Notes 13 Nov 2020 - 11:52 AM - Peter Kozlowski Revised Target Date changed by: Kozlowski, Peter From: 2 Jun 2020 To: 30 Jun 2021 Reason: There are various components with individual timelines. All items are progressing. 12 May 2021 - 2:16 PM - Peter Kozlowski Action completed by: Holmes, Carol Instruction by GM completed 12.5.2021 28 Sep 2021 - 2:51 PM - Carol Holmes Action reassigned to Wilcox, Glenn by: Holmes, Carol for the reason: Peter no longer works for Council 29 Sep 2021 - 1:46 PM - Carol Holmes Action reassigned to Beauliv, Hodi by: Holmes, Carol for the reason: Director Corporate & Community Services division				
Meeting	Date	Officer	Title	Target
Council 17/11/2020	17/11/2020	Holmes, Carol	Disability Action Plan Review	21/09/2021
Notes 23 Nov 2020 - 10:08 AM - Peter Kozlowski This matter is delegated to Gavin for action in conjunction with relevant Advisory Committees. 23 Nov 2020 - 10:16 AM - Peter Kozlowski Action reassigned to Helgeland, Gavin by: Kozlowski, Peter for the reason: The Manager Strategic Development is the most appropriate person to coordinate this task. 15 Jul 2021 - 2:37 PM - Carol Holmes Revised Target Date changed by: Holmes, Carol From: 1 Dec 2020 To: 21 Sep 2021 Reason: Given to AWACAF Advisory Committee for their review and comments. Report back to Council after viewing and updating 28 Sep 2021 - 2:53 PM - Carol Holmes Action reassigned to Holmes, Carol by: Holmes, Carol for the reason: Gavin no longer works for Council				
Meeting	Date	Officer	Title	Target
Council 17/11/2020	17/11/2020	Wilcox, Glenn	Strategy to Deal with Road Network Damage due to Unauthorised Vehicle Movements During Road Closures	21/09/2021
Notes 15 Jul 2021 - 2:38 PM - Carol Holmes Revised Target Date changed by: Holmes, Carol From: 1 Dec 2020 To: 21 Sep 2021 Reason: A further report will be made for Council 28 Sep 2021 - 2:52 PM - Carol Holmes Action reassigned to Wilcox, Glenn by: Holmes, Carol for the reason: Peter no longer works for council				
Meeting	Date	Officer	Title	Target
Council 15/12/2020	15/12/2020	Davy, Ray	Purchase of Land from Balranald Club	30/09/2021
Notes 15 Jul 2021 - 2:45 PM - Carol Holmes Revised Target Date changed by: Holmes, Carol From: 29 Dec 2020 To: 30 Sep 2021 Reason: Working in progress, arranging surveyors and pricings and have discussions with Club.				
Meeting	Date	Officer	Title	Target
Council 15/06/2021	15/06/2021	Wilcox, Glenn	ESTABLISHMENT OF BIDGEE HAVEN BOARD OF MANAGEMENT	30/09/2021
Notes 2 Jul 2021 - 3:51 PM - Carol Holmes Revised Target Date changed by: Holmes, Carol From: 29 Jun 2021 To: 30 Sep 2021 Reason: Report deferred to September Council Meeting 28 Sep 2021 - 2:52 PM - Carol Holmes Action reassigned to Wilcox, Glenn by: Holmes, Carol for the reason: Oliver no longer works for Council				
Meeting	Date	Officer	Title	Target
Council 20/07/2021	20/07/2021	Holmes, Carol	BALRANALD BEAUTIFICATION ADVISORY COMMITTEE HELD ON 9 JUNE 2021	29/10/2021
Notes 10 Aug 2021 - 2:13 PM - Carol Holmes Revised Target Date changed by: Holmes, Carol From: 3 Aug 2021 To: 30 Sep 2021 Reason: Waiting for quotes for gates 10 Sep 2021 - 4:57 PM - Carol Holmes Revised Target Date changed by: Holmes, Carol From: 30 Sep 2021 To: 29 Oct 2021				

ACTIONS REPORT				
Outstanding	Division:	Printed: 11 November 2021 10:19 AM		
	Committee:	Date From:		
	Officer:	Date To:		
Meeting	Date	Officer	Title	Target
Reason: Due to Covid lock down, tradesmen unable to come to balranald and quote the gates				
Meeting	Date	Officer	Title	Target
Council 20/07/2021	20/07/2021	Davy, Ray	Disposal of Surplus Assets	24/12/2021
Notes 12 Aug 2021 - 5:17 PM - Carol Holmes Revised Target Date changed by: Holmes, Carol From: 3 Aug 2021 To: 30 Sep 2021 Reason: In Progress - Outdoor Team reviewing 15 Oct 2021 - 9:12 AM - Carol Holmes Revised Target Date changed by: Holmes, Carol From: 30 Sep 2021 To: 30 Sep 2021 Reason: Advertised and in progress 8 Nov 2021 - 11:43 AM - Carol Holmes Revised Target Date changed by: Holmes, Carol From: 30 Sep 2021 To: 24 Dec 2021 Reason: Items been advertised, closing period end November				
Meeting	Date	Officer	Title	Target
Council 21/09/2021	21/09/2021	Holmes, Carol	Youth Council held on 16 September 2021	22/11/2021
Notes 8 Nov 2021 - 11:45 AM - Carol Holmes Revised Target Date changed by: Holmes, Carol From: 19 Oct 2021 To: 22 Nov 2021 Reason: Cleaning equipment purchased, approaching schools and Land Council still not completed.				
Meeting	Date	Officer	Title	Target
Council 21/09/2021	21/09/2021	Wilcox, Glenn	BETTER PRACTICE REVIEW	19/10/2021
Notes 28 Sep 2021 - 3:27 PM - Carol Holmes Action reassigned to Wilcox, Glenn by: Holmes, Carol for the reason: Glenn wrote the report and Carol put it in infocouncil				
Meeting	Date	Officer	Title	Target
Council 21/09/2021	21/09/2021	Beauliv, Hodi	Draft Annual Financial Statements	19/10/2021
Notes				
Meeting	Date	Officer	Title	Target
Council 21/09/2021	21/09/2021	Davy, Ray	BALRANALD WESTERN BYPASS	19/10/2021
Notes				
Meeting	Date	Officer	Title	Target
Audit Risk and Improvement Committee 17/06/2021	17/06/2021	Holmes, Carol	RECORD MANAGEMENT REVIEW	1/07/2021
Notes				
Meeting	Date	Officer	Title	Target
Council 19/10/2021	19/10/2021	Beauliv, Hodi	Mayoral Minute - Financial Management - State of Accounts Work	16/11/2021
Notes 9 Nov 2021 - 9:34 AM - Hodi Beauliv Action reassigned to Beauliv, Hodi by: Beauliv, Hodi for the reason: Request from Administrator to action				
Meeting	Date	Officer	Title	Target
Council 19/10/2021	19/10/2021	Holmes, Carol	Growing Business Industry & Tourism Advisory Committee Meeting held on 5 October 2021	16/11/2021
Notes				
Meeting	Date	Officer	Title	Target
Council 19/10/2021	19/10/2021	Holmes, Carol	CHRISTMAS/NEW YEAR OFFICE CLOSURE	16/11/2021
Notes				

ACTIONS REPORT				
Outstanding	Division:	Printed: 11 November 2021 10:19 AM		
	Committee:	Date From:		
	Officer:	Date To:		
Meeting	Date	Officer	Title	Target
Council 19/10/2021	19/10/2021	Wilcox, Glenn	REVIEW OF COUNCIL POLICIES	16/11/2021
Notes				
Meeting	Date	Officer	Title	Target
Council 19/10/2021	19/10/2021	Wilcox, Glenn	BETTER PRACTICE REVIEW	16/11/2021
Notes				
Meeting	Date	Officer	Title	Target
Council 19/10/2021	19/10/2021	Wilcox, Glenn	RATES REVIEW - MINING OCTOBER 2021	16/11/2021
Notes				
Meeting	Date	Officer	Title	Target
Council 19/10/2021	19/10/2021	Davy, Ray	Kyalite Progress Association - request for financial contribution	16/11/2021
Notes				
Meeting	Date	Officer	Title	Target
Council 19/10/2021	19/10/2021	Mitchell, Ray	DA 10/2022 - Three Lot Subdivision - 21 Murray Terrace Euston	16/11/2021
Notes				
Meeting	Date	Officer	Title	Target
Council 19/10/2021	19/10/2021	Mitchell, Ray	DA 26/2017 Mod 1 - Proposed Additional Wash Bay & Partial Demolition of Building - 80 Market Street Balranald	16/11/2021
Notes				
Meeting	Date	Officer	Title	Target
Council 19/10/2021	19/10/2021	Davy, Ray	INFRASTRUCTURE UPDATE	30/11/2021
Notes 8 Nov 2021 - 11:55 AM - Carol Holmes Revised Target Date changed by: Holmes, Carol From: 16 Nov 2021 To: 30 Nov 2021 Reason: Works Committee Established, tendering and review of budget still in progress				
Meeting	Date	Officer	Title	Target
Council 19/10/2021	19/10/2021	Davy, Ray	BALRANALD VISITOR INFORMATION CENTRE	16/11/2021
Notes				
Meeting	Date	Officer	Title	Target
Council 19/10/2021	19/10/2021	Beauliv, Hodi	Bidgee Haven Retirement Hostel Expansion Project	16/11/2021
Notes				

DATE	Meeting	Topic	Who was involved
19 October	Council	Ordinary Council Meeting	Administrator, AGM, DCCS & DID
19 October	Burrawong Wind Farm	Update on Burrawong Wind Farms	AGM
19 October	Art Gallery	Monthly Arts & Culture Meeting	AGM
20 October	Energy Connect	Social Impact Assessment Meeting	Administrator
20 October	Youth Council Advisory Committee	Monthly Meeting	Administrator, AGM
21 October	ARIC (Audit Risk & Improvement Committee)	Quarterly Meeting	Administrator, AGM
22 October	IT Interviews	IT Tenders and Interview	AGM, DCCS
22 October	Regional Arts NSW Advisory Council	Consultation	DID
22 October	South West Arts	Board meeting	DID
25 October	Caravan Park Inspection		DCCS, AGM & Administrator
25 October	Euston Progressive Advisory Committee	Monthly Meeting	Administrator, AGM & DID
25 October	SW Renewable Energy Zone	Electricity Distribution	AGM & Administrator
26 October	Catch-Up with OLG	Balranald Catch Up Meeting	Administrator & AGM
27 October	FSWJO & FSNJO Meeting	Housing Shortages	Administrator
27 October	OLG	Webinar	AGM
27 October	Kyalite Progress Association	Riverfront redevelopment project	DID
28 October	IT Interviews	IT Tenders Interview	AGM, DCCS
28 October	Murray Socio Economic Activation Taskforce	Fortnightly meeting	DID
29 October	FWJO Meeting	Ordinary Meeting	AGM & Administrator
29 October	Sarah Artist	Balranald Shire CSP & IPR Planning	AGM, DID & DCCS
31 October	Tronox, Potter Excavations	Site inspection and haul road planning	DID

1 November	Catch Up	Executive Catch up	AGM, Administrator, DCCS & DID
2 November	Executive Catch Up	Weekly catch up	AGM, Administrator, DID & DCCS
4 November	Tronox	Amended development consent – light vehicle access arrangements	DID
4 November	Regional Arts NSW	Finance Committee meeting	DID
4 November	Potter Excavations	Plant fleet collaboration	DID
4 November	SCAIW Advisory Committee	Monthly Meeting	Administrator & DCCS
5 November	Regional Arts NSW	Board meeting	DID
5 November	Swan Hill Regional Art Gallery	Launch of ACRE21 exhibition	DID
8 November	Works Committee	Projects for Balranald Shire	AGM, Administrator & DID
9 November	Local Traffic Committee	Traffic Issues	Administrator, & DID
9 November	DPIE	Workshop – infrastructure contributions	DID
9 November	Better Baaka Better Bidgee Program	Balranald Weir Initiative	AGM
9 November	GBITAC	Monthly Meeting	Administrator & DCCS
9 November	Executive of Chairs Meeting	Special Meeting – Bidgee Haven Hostel	Administrator, GM & DCCS
10 November	Catch Up	Executive & Administrator	Administrator, AGM, DID & DCCS
10 November	Australia Day Committee	Australia Day Arrangements	AGM, Administrator
10 November	Balranald Beautification Advisory Committee	Monthly Meeting	Administrator, AGM, DID
11 November	Youth Council Advisory Committee	Extraordinary Meeting	Administrator
11 November	Ageing Well, Aged Care & Facilities Advisory Committee	Bi-Monthly Meeting	Administrator & DCCS
11 November	Local Emergency Management Committee	Emergency Management – quarterly ordinary meeting	DID, Administrator

11 November	Local Rescue Committee	Quarterly meeting	DID
12 November	Public Auction	Sale of Land for Unpaid Rates	GM & DCCS
16 November	The Gallery Committee and Friends of the Gallery	Monthly Meeting	DCCS
16 November	Monthly Meeting	Ordinary Council Meeting	Administrator, AGM, DID & DCCS
16 November	Statewide Mutual Board & ARIC Webinar	Risk Management	Administrator & AGM
Administrator - Mike Colreavy			
General Manager (GM)- Glenn Wilcox(from 16/09/21)			
Director Infrastructure & Development (DID) - Ray Davy			
Director Corporate & Community Services (DCCS) - Hodi Beauliv			
Executive Assistant (EA) – Carol Holmes			
Health Officer (HO) – Ray Mitchell			



SHAPING BALRANALD SHIRE 2032

COMMUNITY STRATEGIC PLAN ISSUES PAPER

November 2021



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INTRODUCTION

All Councils in NSW are required to prepare a Community Strategic Plan (CSP) to define the local community's vision and aspirations for the future. This paper aims to scope the issues and new directions which should be included into the new *Balranald Shire 2032*.

We need to think carefully about how we want Balranald Shire to evolve in the future. The paper outlines some high level and important issues for our area. It aims to put forward:

- Strengths, weakness, threats and opportunities for our area
- Issues that have emerged from recent Council and community projects and engagement
- Issues of most relevance and importance
- A framework that will inform more detailed action plans and future initiatives
- All aspects of community life, not just those within Council's control
- Some discussion questions regarding community priorities and preferences

We are committed to gaining feedback on our new strategic directions. At the end of the paper is an invitation to comment, and we outline a number of ways you can get involved:

1. Make a written submission and addressing the questions posed within this paper
2. Taking a survey to express your priorities for the future of Balranald Shire, or
3. Attend an event to discuss these issues.



REVISITING OUR VISION

Our Community Vision Statement is what our community aspires to become, and expresses what we value most about our area.

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"

Does this statement still reflect the Balranald Shire you would like to see in the future?

All Councils in NSW are required to report regularly to the community on all levels of their integrated plans. These reports include:

- Progress reports at least every 6 months on the principal activities in the Delivery Program
- An annual report which includes the achievement of Council in implementing the Delivery Program
- An end-of-term report detailing Council's progress in implementing the Community Strategic Plan during the 4-year term

Balranald Shire Council's reporting on the progress of *Balranald Shire 2032* will be based on a set of indicators which will provide regular evidence of changes in priority areas within the plan.

How will we measure success towards achieving the Balranald Shire you would like to see in the future? What do you think would indicate that we are heading in the right direction?



OUR LIFESTYLE

Current Issues

The table below outlines some of the lifestyle issues raised in recent times and through community and staff consultation:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Neat and attractive village • Upgraded town centre • Scenic river front • On the highway, generates passing traffic • Rich history – indigenous and European • Great social life • Public art 	<ul style="list-style-type: none"> • Very hot in summer and cold in winter • Covid rules have been difficult and confusing, especially cross border issues • Land constraints to growth – flood prone or agricultural land • Isolation • Lack of variety of things to do for young people • Hard to maintain sufficient professional services
Threats	Opportunities
<ul style="list-style-type: none"> • We don't have enough good quality housing • We need more competition in the local building industry 	<ul style="list-style-type: none"> • Subdivide the large blocks, incentivise infill development • Look at opportunities for transportable and affordable housing • Employ more professionals in the town • Maximise our links with Victorian communities

Do you agree with these strengths, weaknesses, threats and opportunities for Balranald Shire? What else would you like to add or change?

Future Directions

Objectives	Strategies
Maintaining and beautifying the town centres	<ul style="list-style-type: none"> • Developing the river front • Maintaining public amenity and cleanliness of local streets
Improving access to a diverse range of housing opportunities	<ul style="list-style-type: none"> • Develop a housing strategy • Host a housing summit to generate innovative ideas • Review the Local Environmental Plan
Promoting community safety	<ul style="list-style-type: none"> • Work in partnership with the NSW Police to monitor and respond to incident occurrences and trends

How can our community be innovative in addressing the housing issue? What might public-private partnerships look like?



OUR COMMUNITY

Current Issues

The table below outlines some of the community issues raised in recent times and through community and staff consultation:

Strengths	Weaknesses
<ul style="list-style-type: none"> • Deep and strong networks and family relationships • We care for our own • Strong and resilient community • Passionate people likely to stay • Thriving football and netball clubs • Five Rivers Festival • Service NSW office attracts visitors who are driving through and stop to do their chores • Art gallery • Aged care hostel 	<ul style="list-style-type: none"> • Childcare services are overwhelmed • Rental markets are limited and competitive • Education levels are lower than the state average • Volunteers are running out of steam • Some instances of domestic violence
Threats	Opportunities
<ul style="list-style-type: none"> • Poor opportunities for post-secondary education, too many teens drop out of high school then become under-employed 	<ul style="list-style-type: none"> • Celebrating diversity and respecting difference • Community involvement in events • Innovate and improve the library services – access to further education opportunities • Focus on children and young people – kids need more things to do after school • Stand against community violence and racism • Embrace new people into the town so that they feel welcomed • Inclusive, safe and respectful public spaces

Do you agree with these strengths, weaknesses, threats and opportunities for Balranald Shire? What else would you like to add or change?



Future Directions

Objectives	Strategies
Focus on community inclusion and wellbeing	<ul style="list-style-type: none"> • Work in partnership to deliver health, wellbeing and inclusion services and programs • Identify and close any access gaps to community services • Implement the Disability Inclusion Action Plan • Work in partnership with the Balranald Local Aboriginal Land Council
Innovate and improve community services, activities and events	<ul style="list-style-type: none"> • Facilitate and foster collaboration in delivering a program of community events • Prepare a rolling service review program to refresh Council community services • Council operates a dynamic library service
Provide opportunities for sport and recreation across the shire	<ul style="list-style-type: none"> • Maintain and upgrade parks and sporting facilities

How can we improve usage of community services?

What should be the level of community subsidy?



OUR ECONOMY

Current Issues

The table below outlines some of the economic issues raised in recent times and through community and staff consultation:

Strengths	Weaknesses
<ul style="list-style-type: none"> Diversity of industry types eg carrots, pistachios, grapes, wheat and sheep Solar and wind farms Growth of the almond industry Mineral sands industry Community support for new businesses, to make things easier Visitors Centre and Library 	<ul style="list-style-type: none"> Covid and drought have been hard on local businesses Some pockets of underemployment in the community It's hard to recruit staff, or sometimes its hard to hold on to them We don't have enough builders and tradespeople
Threats	Opportunities
<ul style="list-style-type: none"> Executive housing is a problem for recruiting professional staff Mungo has 60,000 visitors per year but only a sixth come through Balranald Fluid influx of workers as industries rise and fall eg mining The solar and nut farms offered high wages that drew people out of town 	<ul style="list-style-type: none"> Train up the underemployed, provide some basic licenses Signs, trees and car parking will increase the tourism potential Youth and traineeships will expand their thinking and offer opportunities Take advantage of our water, sunshine and land to find new crops Indigenous tourism in Mungo has a lot of potential Set up an innovation hub in the theatre, supported by Council and a committee We have proposals for new solar farms, we need to tap into the electricity they will generate Destination Riverina-Murray

Do you agree with these strengths, weaknesses, threats and opportunities for Balranald Shire? What else would you like to add or change?



Future Directions

Objectives	Strategies
Support the expansion of our local industries	<ul style="list-style-type: none"> • Enlist research partners to identify new crops suitable for the area • Explore opportunities for vocational training and traineeships
Nurture local businesses	<ul style="list-style-type: none"> • Monitor and communicate government funding opportunities for covid recovery • Develop an innovation hub to encourage new and expanding businesses • Host regular business networking events • Explore the introduction of a business rate to promote the area
Increase tourism and visitation to the area	<ul style="list-style-type: none"> • Prepare and implement a local marketing strategy in partnership with Destination Riverina-Murray • Work with NPWS and the Aboriginal community to maximise tourism to Mungo National Park

Are local businesses willing to fund some improvement and marketing activity?



OUR INFRASTRUCTURE

Current Issues

The table below outlines some of the infrastructure issues raised in recent times and through community and staff consultation:

Strengths	Weaknesses
<ul style="list-style-type: none"> Walking trails and Ben Scott bridge Local hospital and schools Skate park and bike track for kids 	<ul style="list-style-type: none"> Ageing water and sewer assets Enormous road network that is underfunded All standalone assets – VIC, library, council offices, theatre We have money for capital investment but not enough for improvement and maintenance Asset plans keep getting done and re-done
Threats	Opportunities
<ul style="list-style-type: none"> Failing infrastructure Road closures affect tourism visitation Rural residents can't get into town in the rain because the roads are impassable Road to Mungo floods in poor weather 	<ul style="list-style-type: none"> Seek more funding to maximise assets Need to rationalise some assets We're making progress on a low level weir to feed water into Yenga The walking track out to Yanga station would be a great mountain bike trail

Do you agree with these strengths, weaknesses, threats and opportunities for Balranald Shire? What else would you like to add or change?

Future Directions

Objectives	Strategies
Maximising grant funding to improve infrastructure	<ul style="list-style-type: none"> Work with regional partners to identify and apply for new government funding Maximise opportunities to apply for funding
Explore opportunities to better manage public buildings and facilities	<ul style="list-style-type: none"> Maximise opportunities to rationalise and combine public assets
Adequately plan for and maintain all Council assets	<ul style="list-style-type: none"> Prepare a ten year Asset Management and Long Term Financial Plan to improve assets in the medium term Prepare a Water and Sewer facilities upgrade plan

Are we prepared for extreme weather events?
How do we maintain our road network?



OUR ENVIRONMENT

Current Issues

The table below outlines some of the environmental issues raised in recent times and through community and staff consultation:

Strengths	Weaknesses
<ul style="list-style-type: none"> Diverse and unique landscapes Beautiful river front, recreation on the river Mungo National Park Lake Paika, Yanga Lake and Lake Benanee Secure water supply Unique local species – regent parrot and frog 	<ul style="list-style-type: none"> Vulnerability to seasonal climate cycles eg drought, floods etc
Threats	Opportunities
<ul style="list-style-type: none"> We need to make sure sacred sites aren't overwhelmed with visitors 	<ul style="list-style-type: none"> Participate in the Murray-Darling basin committee Regional waste strategy can get us on the front foot and engage the community with options Promote the frog sculptures better, refresh the brochure and the sculptures Work with NPWS to build a road for Yanga Lake and Regatta beach What about a bird walk behind the local hospital? we could attract bird watchers to the town

Do you agree with these strengths, weaknesses, threats and opportunities for Balranald Shire? What else would you like to add or change?

Future Directions

Objectives	Strategies
Celebrate and promote our unique local environment	<ul style="list-style-type: none"> Maintain and expand the walking trail network Refresh the marketing and public art around the Southern Bell Frog and the Regent Parrot Manage local trees to maximise public amenity and safety Work with relevant state agencies to enhance key environmental assets
Protect our water security	<ul style="list-style-type: none"> Advocate for our area through the Murray-Darling Basin debate
Manage our waste sustainably	<ul style="list-style-type: none"> Work with regional partners to develop and implement a Waste Management Strategy

How can we work with regional partners to achieve local outcomes? or across the border?



OUR COUNCIL

Current Issues

The table below outlines some of the Council issues raised in recent times and through community and staff consultation:

Strengths	Weaknesses
<ul style="list-style-type: none"> Significant local employer Recent grant funds Regular community newsletter 	<ul style="list-style-type: none"> Turnover has been high Rates are low compared to surrounding areas Very reliant on grant funding Limited customer service in Euston The shire is very large to drive across
Threats	Opportunities
<ul style="list-style-type: none"> Ageing fleet of plant and equipment 	<ul style="list-style-type: none"> Community and staff leadership training People need to know what Council does, we need to promote it better Further enhance regional and cross-border collaboration Undertake a review of rates

Do you agree with these strengths, weaknesses, threats and opportunities for Balranald Shire? What else would you like to add or change?

Future Directions

Objectives	Strategies
Develop capabilities	<ul style="list-style-type: none"> Develop community leadership Conduct a staff training needs assessment to enhance skills and staff engagement
Engage and involve the local community	<ul style="list-style-type: none"> Operate a system of community committees on issues of broad public interest Support the Euston community in connecting with Shire-wide initiatives and services Continue to publish a community newsletter
Address financial sustainability	<ul style="list-style-type: none"> Prepare a Long Term Financial Plan and resource its monitoring and implementation
Develop and maximise strategic partnerships	<ul style="list-style-type: none"> Advocate for our area within regional bodies such as Far West JO and Riverina-Murray RDA Work across the state border on cross-border initiatives

How can we support the volunteering effort and engage the community to achieve joint initiatives?



NEXT STEPS

You are invited to make written comments or submissions addressing any or all of the questions in this paper.

Please contact our community engagement consultant at sarah@lgthinking.com.au or 0409 830 283 if you would like to respond to this paper.

Please send your written submissions to:
Community Strategic Plan – Submission
Balranald Shire Council
PO Box 120
Balranald NSW 2715

If you would like to complete our survey, please go to <http://www.balranald.nsw.gov.au/> and complete the survey.

Surveys and submissions must be received before 3rd December 2021.