



BALRANALD SHIRE

DRAFT DELIVERY PROGRAM 2022-2026

FEBRUARY 2022



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INTRODUCTION

COUNCIL SERVICE DELIVERY

Balranald Shire is a local government area in the Riverina area of western New South Wales, Australia on the Sturt Highway. It is the location of World Heritage listed Mungo National Park. It includes the towns of Balranald and Euston. Other localities in the Shire include Kyalite, Hatfield, Penarie, Clare and Oxley.

Balranald Shire is classified as a rural Council by the NSW Office of Local Government, and the following table shows the delivery context for Balranald Shire in comparison with other rural Councils in NSW:

	Balranald Shire	Rural Councils in NSW - Average
Area (km ²)	21,690	14,930
Population	2,338	3,162
Value of DA's determined	17,322	7,679
Total budget	\$15,144,000	\$18,274,000
Total road length (km)	1,593	1,600
Open public space (ha)	58.2	63.6
Number of swimming pools	1	2
Number of public halls	4	5
Asset maintenance expenditure	\$3,188,000	\$3,488,000
Full time equivalent staff	48	80

Council delivers the following services:

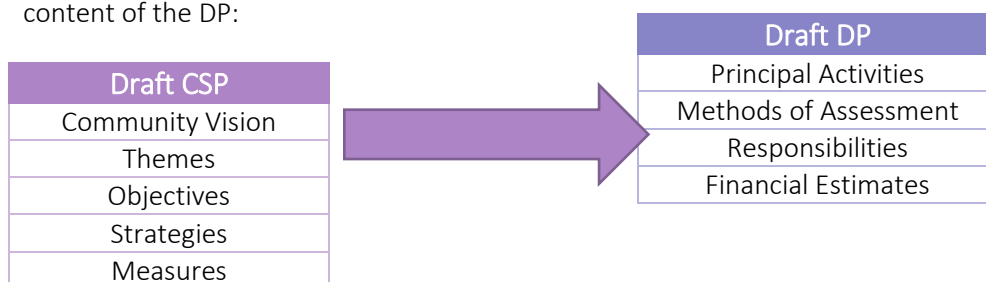
Corporate and Community	Infrastructure and Engineering
Aged Care	Building Control
Caravan Park	Cemeteries
Community Development Property Register Policy	Flood Mitigation
Development Procurement Procedures Human Resources & Payroll	Noxious Weeds
Corporate Administration	Parks and Gardens
Financial Management	Public Health
Government Information Public Access Revenue	Roads, Bridges & Footpath Construction & Maintenance
Management Rates & Debtors Creditor Management	Technical Services
Information Technology	Traffic Management
Insurance	Waste Management Swimming Pool
Library Services	
Public Officer	
Tourism	
Work Health & Safety	

ABOUT THIS PLAN

The NSW Government introduced the Integrated Planning and Reporting framework in 2009 to assist councils in delivering their community vision and long-term objectives through long, medium, and short-term plans and reports.

In essence, the framework begins with the community's, not Council's, aspirations for a period of at least 10 years, and in our case, from now until 2036. It also includes a suite of integrated plans that set out strategic directions and objectives, and strategies to achieve them. It involves a reporting structure to regularly communicate progress to the elected Council and the community, as well as a structured timeline for review to ensure the goals and actions are still relevant.

According to the NSW OLG Guidelines the Delivery Program is a statement of commitment to the community from each newly elected council, and is still required if Council is under administration. In preparing the Delivery Program, the council is accounting for its stewardship of the community's long-term goals, outlining what it intends to do towards achieving these goals during its term of office and what its priorities will be. The content of the Draft CSP will need to guide the development of the content of the DP:



Every six months, Council is presented with a progress report on the Delivery Program. Reporting is provided on the range of measures against the Delivery Program's principal activities. In these progress reports, Council also reports on performance measures contained in the Operational Plan.

The plan in the following pages includes:

- ✓ Detail about how Council will progress the themes, objectives and strategies from the CSP
- ✓ Principal activities that Council will undertake over the next four years
- ✓ Methods of assessment that will give Council and the community a regular report on progress against each item in the plan
- ✓ Clear accountabilities within the Council to indicate who is progressing each of the activities.

OUR LIFESTYLE

1.1 MAINTAIN AND BEAUTIFY OUR TOWN CENTRES

Strategies	Principal Activities	Methods of Assessment	Responsibility
Developing the river front	Complete river front projects	Identify works within the village plans	Engineering Services
Maintaining public amenity and cleanliness of local streets	Levels of service for street amenity and cleanliness are published and achieved	Maintain streets regularly to meet community expectations	Engineering Services

1.2 IMPROVE ACCESS TO A DIVERSE RANGE OF HOUSING OPPORTUNITIES

Strategies	Principal Activities	Methods of Assessment	Responsibility
Host a housing summit to generate innovative ideas	Encourage the NSW government to review low cost housing needs	Support a housing summit	Health, Building and Planning Services
Develop a housing strategy	Housing strategy adopted by 2024	Strategy is developed with LEP review	Health, Building and Planning Services
Review the Local Environmental Plan	LEP review facilitates community involvement and complies with planning laws	Review LEP to analyse land release and housing densities	Health, Building and Planning Services
	Increase in developable land and housing	Available land for housing increases	Health, Building and Planning Services

1.3 IMPROVE LOCAL ACCESS TO EDUCATION AND CAREERS

Strategies	Principal Activities	Methods of Assessment	Responsibility
Explore opportunities for vocational training, apprenticeships and traineeships	Vocational education pathways exist and are used by local people	Advocacy for improved education	Community Services
Identify opportunities for local people to work locally	Career guidance, scholarships and local placements are available for local people	Advocacy for improved education	Community Services
Identify and promote online training opportunities	Increase in local uptake of online training	Promotion of online training leads to greater course participation	Community Services

1.4 PROMOTE COMMUNITY SAFETY

Strategies	Principal Activities	Methods of Assessment	Responsibility
Work in partnership with the NSW Police to monitor and respond to incident occurrences and trends	Response times for police	Data received in biannual meetings with NSW Police	General Manager

OUR COMMUNITY

2.1 FOCUS ON COMMUNITY INCLUSION AND WELLBEING

Strategies	Principal Activities	Methods of Assessment	Responsibility
Work in partnership to deliver health, wellbeing and inclusion services and programs	Community survey shows upwards trend on feelings of inclusion and wellbeing	Undertake annual community survey	Community Services
Identify and close any access gaps to community services	Access to services improves	Provide community information to facilitate access to services	Community Services
Implement the Disability Inclusion Action Plan (DIAP)	Local spaces and buildings allow physical access for everyone	Develop and implement a new DIAP	Community Services
Work in partnership with the Balranald Local Aboriginal Land Council and Maari Ma	Collaborative projects are undertaken to improve community wellbeing	Provide ongoing assistance and support	Community Services

2.2 INNOVATE AND IMPROVE COMMUNITY SERVICES, ACTIVITIES AND EVENTS

Strategies	Principal Activities	Methods of Assessment	Responsibility
Facilitate and foster collaboration in delivering a program of community events	Support regular and new events	Number of community partners supported to deliver events within budget	Community Services
	Community events are well attended	Number of events and participation levels	Community Services
Prepare a rolling service review program to refresh Council	Service review program is developed and published	Service reviews are undertaken annually as per agreed program	Community Services

community services and facilities	Review availability of children's services	Service review is undertaken as per agreed program	Community Services
	Improvements are made to community services and facilities	Advocate for improvements to government services	Community Services
Council operates a dynamic library service	Library service is provided to meet community needs	Council reviews library inhouse service delivery	Community Services

2.3 PROVIDE OPPORTUNITIES FOR SPORT AND RECREATION ACROSS THE SHIRE

Strategies	Principal Activities	Methods of Assessment	Responsibility
Maintain and upgrade parks and sporting facilities	Capital improvements to sport and recreation facilities	Projects are undertaken as grant funding is received	General Manager
	Community participation in facility maintenance and management	Support the community to enhance existing facilities	Community Services

2.4 ENCOURAGE LOCAL CULTURE AND OPPORTUNITIES FOR ARTISTIC EXPRESSION

Strategies	Principal Activities	Methods of Assessment	Responsibility
Support the utilisation and development of the art gallery and local theatre	Capital improvements to local cultural facilities	Projects are undertaken as grant funding is received	General Manager
	Community participation in arts and culture	Marketing support increases participation in local arts and culture	Community Services

OUR ECONOMY

3.1 SUPPORT THE EXPANSION OF OUR LOCAL INDUSTRIES

Strategies	Principal Activities	Methods of Assessment	Responsibility
Conduct local business networking and training initiatives	Local businesses attend training and networking initiatives	Number of training and networking initiatives held	Community Services
	Maximise regional development opportunities	Advocate and support business development at a regional level	Community Services

3.2 NURTURE LOCAL BUSINESSES

Strategies	Principal Activities	Methods of Assessment	Responsibility
Monitor and communicate government funding opportunities for covid recovery	Identify and promote funding for local businesses eg Covid Recovery	Support is provided to facilitate and attract grants for local businesses	Community Services
Encourage innovation in new and expanding businesses	Explore opportunities to provide ongoing support for innovation in local businesses	Expanding levels of support for innovation in local business	Community Services
Support the growth of local industry sectors eg renewable energy, agriculture	Business development support is available for industry growth sectors	Facilitate clusters to grow targeted industry sectors of renewable energy and agriculture	Community Services
	Consultation with new businesses to set up in the Shire	Provide support and assistance to new businesses	Community Services

3.3 INCREASE TOURISM AND VISITATION

Strategies	Principal Activities	Methods of Assessment	Responsibility
Prepare and implement a local tourism and marketing strategy	Implementation of the local tourism and marketing strategy	Develop and implement a local destination marketing plan to integrated with regional and state plans	Community Services
Maximise tourism to Mungo National Park by seeking partners and funding to promote the area	Regular consultation with key stakeholders eg Destination Riverina Murray, NPWS etc.	Seek funding and resources to increase visitation to Mungo National Park	Community Services
Improve signage and town entrances for visitors	Investment in signage and entrances to local towns	Works are undertaken to improve signage and town entrances	Community Services
Identify and promote local heritage	Heritage assets are included in local marketing initiatives	Develop and promote local heritage tourism products	Community Services

OUR INFRASTRUCTURE

4.1 MAXIMISE GRANT FUNDING TO IMPROVE INFRASTRUCTURE

Strategies	Principal Activities	Methods of Assessment	Responsibility
Work with regional partners to identify and apply for new government funding	Grant funding attracted into the area	Number and type of grant applications	General Manager and Engineering Services
Maximise opportunities to apply for funding	Grant projects achieved on time and on budget	Improved grant and project delivery	Engineering Services

4.2 EXPLORE OPPORTUNITIES TO BETTER MANAGE PUBLIC BUILDINGS AND FACILITIES

Strategies	Principal Activities	Methods of Assessment	Responsibility
Maximise opportunities to rationalise and combine public assets	Asset condition and building utilisation assessments are completed regularly	Annual condition assessments undertaken and reported annually Building utilisation assessment conducted in 2022 and 2024	Engineering Services and Health, Building and Environment Services
	Community service levels identified and achieved	Annual community survey undertaken	General Manager

4.3 ADEQUATELY PLAN FOR AND MAINTAIN ALL COUNCIL ASSETS

Strategies	Principal Activities	Methods of Assessment	Responsibility
Prepare a ten year Asset Management and Long Term Financial Plan to improve assets in the medium term Prepare a ten year Asset Management and Long Term Financial Plan to improve assets in the medium term	Complete and update AMPs for all asset classes	Review and report AMPs annually	Engineering Services and Health, Building and Planning Services
	Capital works plans and reports published annually with the Operations Plan, including explicit funding criteria and project ranking	Prepare and include annual funding in the Operational Plan	Engineering Services and Health, Building and Planning Services
Prepare a Water and Sewer facilities upgrade plan	Develop an up to date Water and Sewer facilities plan	On receipt of funding plan is adopted by Council for Balranald and Euston	Engineering Services

OUR ENVIRONMENT

5.1 CELEBRATE AND PROMOTE OUR UNIQUE LOCAL ENVIRONMENT

Strategies	Principal Activities	Methods of Assessment	Responsibility
Maintain and expand the walking trail network	Walking trail projects completed	Projects completed when grant funding is received	Engineering Services
Refresh the marketing and public art around the Southern Bell Frog and the Regent Parrot	Undertake or facilitate marketing of environmental assets	Marketing of environmental assets is undertaken	Community Services
Manage local trees to maximise public amenity and safety	Public trees are safe and attractive	Develop a street tree plan and replacement strategy	Engineering Services
Work with relevant state agencies to enhance key environmental assets	Environmental projects undertaken in partnership with state agencies	Provide support as requested and as per available funding	General Manager

5.2 PROTECT OUR WATER ASSETS

Strategies	Principal Activities	Methods of Assessment	Responsibility
Encourage the installation of water tanks through education	Increase in local water tanks	Education and advice is provided	Health, Building and Planning Services
Explore the feasibility of a high level weir and fish ladder for Lake Yanga	Progress on the Balranald Low Level weir project	Advocate to the state government to undertake the project	General Manager
Advocate for our area through the Murray-Darling Basin debate	Active participation in regional water security forums and committees	Forums and committees are attended	Engineering Services
		Maintain membership of the Murray Darling Basin Commission	Engineering Services

5.3 MANAGE OUR WASTE SUSTAINABLY

Strategies	Principal Activities	Methods of Assessment	Responsibility
Work with regional partners to develop and implement a Waste	Progress on the Waste Management Strategy	Prepare a Waste Management Strategy for Council waste	Engineering Services and Health, Building and Planning Services

Management Strategy	activities by 2023	
	Progress joint initiatives with regional partners	
	Implementation of strategy progresses by 2024	

OUR COUNCIL

6.1 DEVELOP CAPABILITIES

Strategies	Principal Activities	Methods of Assessment	Responsibility
Develop community leadership and volunteer capacity	Support and celebrate local volunteers	Number of opportunities created to support and celebrate volunteers	Community Services
	Provide community training and opportunities to develop and enable civic leadership	Participation in civic leadership opportunities	General Manager
Conduct a staff training needs assessment to enhance skills and staff engagement	Roll out a regular staff training program	Prepare and implement an annual staff training plan and budget	General Manager
Nurture local talent for future employment opportunities	Provide constructive feedback to local applicants in recruitment processes	Offer feedback on request to recruitments applicants	General Manager

6.2 ENGAGE AND INFORM THE LOCAL COMMUNITY

Strategies	Principal Activities	Methods of Assessment	Responsibility
Increase opportunities for Council to listen to community views	Increase in opportunities to exchange views and ideas between Council and the community	Maintain and support the Council/Community committees	Administrator and General Manager
Operate a system of community committees on issues of broad public interest	Annual survey of community committee members	Survey is undertaken and reported to Council	General Manager
Continue to publish a	Community newsletter	Publish monthly	Community Services



community newsletter and an up to date website	and Council website are informative and up to date	newsletter and redesign and maintain Council website	
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6.3 ADDRESS FINANCIAL SUSTAINABILITY

Strategies	Principal Activities	Methods of Assessment	Responsibility
Prepare a Long Term Financial Plan and resource its monitoring and implementation	Long Term Financial Plan is adopted and published	Annual plans presented to Council in March	General Manager
	Annual and six monthly reports provide the community with information about the finances of the Council	Six-monthly reports are presented to Council in January and July, and Annual Reports are presented to Council in September	General Manager

6.4 DEVELOP AND MAXIMISE STRATEGIC PLANNING AND PARTNERSHIPS

Strategies	Principal Activities	Methods of Assessment	Responsibility
Advocate for our area within regional bodies such as Far West JO and Riverina-Murray RDA	Membership and participation in key advocacy committees and forums	Number of meetings attended	General Manager
Work across the state border on cross-border initiatives	Membership is maintained of cross-border committees	Number of meetings attended	General Manager
Undertake village planning for areas outside Balranald eg Kyalite and Euston	Village plans are prepared	Villages plans are presented to Council and the community	Health, Building and Planning Services

NEXT STEPS

This plan has been developed in accordance with the NSW OLG Integrated Planning and Reporting Guidelines. The draft plan will be placed on public exhibition for 28 days, at which time the community are invited to make submissions. The Council will adopt the plan before June 2022.

