ATTACHMENTS

Ordinary Council Meeting

Tuesday, 15 April 2025

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MINUTES

Ordinary Council Meeting
Tuesday, 18 March 2025

Order Of Business

MINUTES OF BALRANALD SHIRE COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBERS, MARKET STREET BALRANALD
ON TUESDAY, 18 MARCH 2025 AT 5PM

1   OPENING OF MEETING

Cr Louie Zaffina opened the meeting opened at 5pm.

2   PRAYER & ACKNOWLEDGMENT OF COUNTRY

Prayer

Almighty and eternal God, give us the grace to faithfully fulfil the duties of our office.

Shed the light of your wisdom and counsel upon us so that, strengthened by these gifts, we will, in the administration of the affairs of the council, always do what is right and just.

We ask that our deliberations will be both fruitful and wise.

Amen

Acknowledgement of Country

We pay our respect to the Traditional Custodians of the Lands where we hold this meeting to Elders past, present and emerging.

PRESENT:

Mayor Louie Zaffina, Deputy Mayor Dwaine Scott, Cr Iain Lindsay-Field, Cr Alison Linnett, Cr Tracy O'Halloran, Cr Phillip Pippin, Cr German Ugarte and Cr Leigh Byron via zoom.

IN ATTENDANCE:

Peter Bascomb (Interim General Manager), Glenn Carroll (Director Governance, Business & Community Services), David McKinley (Director of Infrastructure and Planning Services), and Carol Holmes (Senior Executive Officer)

3   APOLOGIES

Nil

4   CONFIRMATION OF MINUTES

4.1   MINUTES OF THE ORDINARY COUNCIL MEETING HELD ON TUESDAY, 18 FEBRUARY 2025

RESOLUTION 2025/40

Moved: Deputy Mayor Dwaine Scott
Seconded: Cr Iain Lindsay-Field

That the Minutes of the Ordinary Council Meeting held on Tuesday, 18 February 2025 be received and noted.

CARRIED

5   DISCLOSURE OF INTEREST

Cr Linnett declared a conflict of interest (attached) in Item 10.5 of the General Manager's Reports – Tronox Mining Australia Ltd – Contribution to Hatfield Road Widening Balranald Ivanhoe Road (MR67) as she is a business partner in a local transport company employed as a contractor by a company that is involved in some of the work.

6   MAYORAL/COUNCILLOR REPORT

6.1   MAYORAL MINUTE - INSTALLATION OF ELECTRONIC SCOREBOARD AT GREENHAM PARK BALRANALD

RESOLUTION 2025/41

Moved: Deputy Mayor Dwaine Scott
Seconded: Cr Alison Linnett

That Council

1. Approve in principle the installation, at no cost to Council, an electronic scoreboard at Greenham Park and

2. Request the General Manager to expedite stakeholder discussions with the Balranald Football and Netball Club to allow the installation to proceed before the first game.

CARRIED

7 COMMITTEE REPORTS

7.1 GROWING BUSINESS INDUSTRY & TOURISM ADVISORY COMMITTEE MEETING HELD ON WEDNESDAY 19 FEBRUARY 2025

RESOLUTION 2025/42

Moved: Cr Tracy O'Halloran
Seconded: Cr Iain Lindsay-Field

That Council

1. Note the Minutes of the Growing Business Industry & Tourism Advisory Committee (GBITAC) meeting held on Wednesday 19 February 2025.

2. Continue to investigate expanding the Balranald airfield with the committee providing advice on facilitating aircraft refuelling.

3. Seek grant funding to develop a "Reflect" Reconciliation Action Plan (RAP) for the Balranald Shire.

CARRIED

8   NOTICE OF MOTION

8.1   NOTICE OF MOTION - JOINING THE LGNSW FEDERAL ELECTION CAMPAIGN

I, Councillor Louie Zaffina, give notice that at the next Ordinary Meeting of Council to be held on 18 March 2025, I intend to move the following motion:

RESOLUTION 2025/43

Moved: Cr Iain Lindsay-Field
Seconded: Cr Tracy O'Halloran

That Council:

1. Supports the national federal election funding priorities identified by the Australian Local Government Association (ALGA) and

2. Supports and participates in the Put Our Communities First federal election campaign and

3. Writes to the local federal member of Parliament, The Hon. Sussan Ley MP, all other known election candidates for the Farrer federal electorate and the President of the Australian Local Government Association expressing support for ALGA's federal election funding priorities

CARRIED

8.2   NOTICE OF MOTION - EXTENSION OF INTERIM GENERAL MANAGER'S CONTRACT

I, Councillor Louie Zaffina, give notice that at the next Ordinary Meeting of Council to be held on 18 March 2025, I intend to move the following motion:

RESOLUTION 2025/44

Moved: Cr Alison Linnett
Seconded: Cr Phillip Pippin

That Council extend the Interim General Manager's contract to 17 December 2025, or the commencement of the permanent General Manager, whichever is the sooner, with such conditions included in resolution 2024/278 from Council's 17 December 2024.

CARRIED

8.3   NOTICE OF MOTION - PURCHASE OF LAPTOPS FOR COUNCILLORS

I, Councillor German Ugarte, give notice that at the next Ordinary Meeting of Council to be held on 18 March 2025, I intend to move the following motion:

RESOLUTION 2025/45

Moved: Cr German Ugarte
Seconded: Cr Iain Lindsay-Field

That from the beginning of the new financial year all council business papers are only distributed in digital format subject to the acquisition of proper computers with screen touch/writing and internet capabilities.

AMENDMENT

Moved: Cr Tracy O'Halloran
Seconded: Cr Phillip Pippin

That from the beginning of the new financial year council business papers be distributed in digital format to councillors who would prefer digital subject to the acquisition of proper computers with screen touch/writing and internet capabilities.

Upon being put to the Meeting, the amendment became the Motion and was CARRIED

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9   NOTICE OF RESCISSION

Nil

GENERAL MANAGER'S REPORTS (INCORPORATING ALL STAFF REPORTS)

PART A – ITEMS REQUIRING DECISION

10   GENERAL MANAGER'S REPORTS

10.1   MATTERS TO BE DEALT WITH BY EXCEPTION

OFFICER RECOMMENDATION

That Council;

1. deal with all items listed in the agenda separately other than the following items which are moved by exception:

   a. Item 11.1 Integrated Planning and Reporting (IP & R) 2025/2026 Draft Delivery Program.

   b. Item 11.2 Integrated Planning and Reporting (IP & R) 2025/2026 Draft Operational Plan.

   c. Item 11.3 Integrated Planning and Reporting (IP & R) Resourcing Strategy.

   d. Item 11.5 Monthly Investments Report.

   e. Item 11.6 Outstanding Rates and Usage Charges as at 28 February 2025.

   f. Item 11.7 Outstanding Debtors as at 28 February 2025.

   g. Item 11.8 Grant Funded Projects Status Update.

   h. Item 11.9 Infrastructure Update for February 2025.

   i. Item 11.10 Activities Undertaken within the Planning Department.

   j. Item 11.11 Circulars from the Office of Local Government.

   k. Item 11.12 Meetings attended by the Mayor, the Interim General Manager and Directors.

   l. Item 11.13 Outstanding Actions as at Tuesday 11 march 2023.

2. Adopt the Officer's recommendations in the reports listed above.

Lapsed for want of a mover

10.2   UPGRADE OF THE BALRANALD EV CHARGING STATION

RESOLUTION 2025/46

Moved: Deputy Mayor Dwaine Scott
Seconded: Cr Alison Linnett

That Council;

1. **Endorse in principle the upgrade of the Balranald EV Charging Station, subject to satisfactory design changes that results in no net loss of car and RV parking, and**

2. **Authorise the General Manager to finalise the necessary agreements following appropriate notification to the community.**

CARRIED

10.3   GRANT APPLICATION FOR AGED CARE STAFF ACCOMMODATION

RESOLUTION 2025/47

Moved: Cr Tracy O'Halloran
Seconded: Cr Alison Linnett

That Council authorise the General Manager to lodge an application for 100% funding for accommodation for aged care staff.

CARRIED

10.4   REVIEW OF COUNCIL POLICIES

RESOLUTION 2025/48

Moved: Cr Iain Lindsay-Field
Seconded: Deputy Mayor Dwaine Scott

That Council approve the policies listed in the report to be publicly exhibited for a period of 28 days in order to seek public comment and for any significant public submissions to be reported back to the May 2025 Ordinary Council meeting, otherwise the policies will be deemed to be adopted immediately by Council following the exhibition period.

CARRIED

10.5   TRONOX MINING AUSTRALIA LTD - CONTRIBUTION TO HATFIELD ROAD WIDENING BALRANALD IVANHOE ROAD (MR67)

RESOLUTION 2025/49

Moved: Deputy Mayor Dwaine Scott
Seconded: Cr Tracy O'Halloran

That Council support the Officer recommendation for Council to enter into an agreement with TRONOX for:

1. Replacement of 6 cattle grids on the MR67, specifically at chainages 6.4km 15.341km, 19.266km, 30.828km, 37.820km, and 55km from the MR67-Haulroad intersection (Grids Works) cost to be borne by TRONOX;

2. MR67 change from approved A Double Road Trains to use of AB Triples subject to NHVR permit approval, this will come with a speed restriction of 80km/hr;

3. Where a contribution of $692,000 inclusive of GST is made by TRONOX to Council toward Road widening materials for approved Hatfield Shoulder widening works (outside of the existing Road Maintenance agreement SSD 5012) (See attached proposed Draft Agreement) and

4. Any proven damage along approved route by TRONOX related AB Triple activity shall be fiscally borne by TRONOX Mining Australia Ltd for the life of the Atlas-Campaspe Mineral Sands Project Operations.

                                                                    CARRIED

10.6   PROPOSED TERMINATION OF RFT CONTRACT NUMBER 19/20-08 FINALISATION PAYMENT MICROFLOC PTY LTD

RESOLUTION 2025/50

Moved: Cr Iain Lindsay-Field
Seconded: Cr German Ugarte

That Council defer this report pending further investigation.

                                                                    CARRIED

10.7   NOMINATIONS FOR THE WESTERN JOINT REGIONAL PLANNING PANEL

RESOLUTION 2025/51

Moved: Cr Iain Lindsay-Field
Seconded: Cr Leigh Byron

That Council:

1. Nominate the Mayor, Deputy Mayor, General Manager and Director Infrastructure & Planning Services as delegates to participate in the Western Regional Planning Panel; and

2. Notify these nominations to the Planning Panels Secretariat.

                                                                    CARRIED

10.8   DRAFT EUSTON COURTHOUSE CONSERVATION MANAGEMENT PLAN

RESOLUTION 2025/52

Moved: Cr Alison Linnett
Seconded: Deputy Mayor Dwaine Scott

That Council:

1. Places the draft Conservation Management Plan for the Euston Courthouse on public exhibition for a period of 28 days; and

2. The Euston-Robinvale Historical Society Inc be sent a copy of the draft Conservation Management Plan for comment within the 28-day public exhibition period in addition to consultation already undertaken; and

3. Receive a further report following conclusion of public exhibition to consider any submissions.

CARRIED

PART B – ITEMS FOR INFORMATION

11   GENERAL MANAGER'S REPORTS

11.1   INTEGRATED PLANNING AND REPORTING (IP & R) - 2025-2029 DRAFT DELIVERY PROGRAM

RESOLUTION 2025/53

Moved: Cr Iain Lindsay-Field
Seconded: Cr Phillip Pippin

That Council notes the report.

CARRIED

11.2   INTEGRATED PLANNING AND REPORTING (IP & R) - 2025/2026 DRAFT OPERATIONAL PLAN

RESOLUTION 2025/54

Moved: Cr Iain Lindsay-Field
Seconded: Deputy Mayor Dwaine Scott

That Council notes the report.

CARRIED

11.3 INTEGRATED PLANNING AND REPORTING (IP & R) - RESOURCING STRATEGY

RESOLUTION 2025/55

Moved: Cr Iain Lindsay-Field
Seconded: Deputy Mayor Dwaine Scott

That Council notes the report.

CARRIED

11.4 REPORT ON FINANCIAL INFORMATION AS AT 28 FEBRUARY 2025

RESOLUTION 2025/56

Moved: Cr Iain Lindsay-Field
Seconded: Cr Alison Linnett

That Council:
1. **notes the financial information contained in this report for the period ending, 28 February 2025; and**
2. **in future include a financial report on the Balranald Swimming Pool.**

CARRIED

11.5 MONTHLY INVESTMENTS REPORT

RESOLUTION 2025/57

Moved: Cr Iain Lindsay-Field
Seconded: Deputy Mayor Dwaine Scott

That Council notes the information provided in this report.

CARRIED

11.6 OUTSTANDING RATES AND USAGE CHARGES AS AT 28 FEBRUARY 2025

RESOLUTION 2025/58

Moved: Cr Iain Lindsay-Field
Seconded: Deputy Mayor Dwaine Scott

That Council notes the information contained within this report.

CARRIED

11.7   OUTSTANDING DEBTORS AS AT 28 FEBRUARY 2025CARRIED

RESOLUTION 2025/59

Moved: Cr Iain Lindsay-Field
Seconded: Cr Tracy O'Halloran

That Council notes the report.

                                                                        CARRIED

11.8   GRANT FUNDED PROJECTS STATUS UPDATE

RESOLUTION 2025/60

Moved: Cr Alison Linnett
Seconded: Cr Iain Lindsay-Field

That Council

1. **notes the report and**
2. **organise official opening ceremonies for both the Euston Oval-Multi-Court Upgrade and Shade Shelter and the Balranald Lions Park..**

                                                                        CARRIED

11.9   INFRASTRUCTURE UPDATE FOR FEBRUARY 2025

RESOLUTION 2025/61

Moved: Cr Tracy O'Halloran
Seconded: Cr Phillip Pippin

That Council notes the report.

                                                                        CARRIED

11.10   ACTIVITIES UNDERTAKEN WITHIN THE PLANNING DEPARTMENT

RESOLUTION 2025/62

Moved: Cr Leigh Byron
Seconded: Cr Iain Lindsay-Field

That Council notes the report.

                                                                        CARRIED

11.11   CIRCULARS FROM THE OFFICE OF LOCAL GOVERNMENT

RESOLUTION 2025/63

Moved: Cr Tracy O'Halloran
Seconded: Cr Alison Linnett

That Council notes the report.

CARRIED

11.12   MEETINGS ATTENDED BY THE MAYOR, THE INTERIM GENERAL MANAGER AND DIRECTORS

RESOLUTION 2025/64

Moved: Cr Iain Lindsay-Field
Seconded: Deputy Mayor Dwaine Scott

That Council notes the information.

CARRIED

11.13   OUTSTANDING ACTIONS AS AT TUESDAY 11 MARCH 2025

RESOLUTION 2025/65

Moved: Cr Iain Lindsay-Field
Seconded: Cr Leigh Byron

That Council notes the report.

CARRIED

12   QUESTIONS ON NOTICE

Nil

13   CONFIDENTIAL MATTERS

Nil

The Meeting closed at 5.55pm.

The minutes of this meeting were confirmed at the Council Meeting held on 15 April 2025.

....
CHAIRPERSON

Minutes
Strengthening Community Access, Inclusion & Wellbeing
Advisory Committee, Tuesday 3rd December 2024

Location: Balranald Shire Council Chambers, Market St   **Start Time**: 4.00-5:30 pm

Join Zoom Meeting

https://us02web.zoom.us/j/82463917595?pwd=7jvAzCJtdGSICEki9oRa3JXUoX8rWl.1

Meeting ID: 824 6391 7595 / Passcode: 567664

1. Acknowledgement of Country
   I would like to begin by acknowledging the traditional custodians of the land we're meeting on today and pay my respects to their Elders past and present. I also acknowledge my gratitude that we share this land today, my sorrow for some of the costs of that sharing, and my hope and belief that we can move to a place of equity, justice and partnership together.

2. Meeting Attendance
   Apologies: Lynn Flanagan, Trish Simpson
   Present: Emma Moore, Connie Mallet, Michelle White, Glenn Carrol, Sue Balshaw, Lee Lawrie, Tracy O'Halloran, Kathleen Harris
   Present online: Rachael Williams, Nat Lay, Mandy Haley

3. Conflicts of Interest: NIL

4. Minutes of previous meeting accurate: Moved: Lee Seconded: Sue Carried:

5. Guest Speakers: NIL

6. Correspondence / Connections of note –
   Correspondence in – MHFA standard delivery pricing sheet

7. Ongoing Initiatives Update:

   a) ORG Mental Health First Aid funding: decision to be made re initial 2 day training –
      2 training options- decided for delivery over 2 consecutive days
         Theatre Royal – confirm with Connie to book
         3-4th March
         Marie Kelly and Marg Healy will deliver
         Delivery of 5 days instructor MHFA course to be discussed at a later date.

   b) MASP support to Emergency Accommodation
      – refer to Rachael's meeting notes with MASP attached with minutes
      • Start up dates for the Balranald Transitional Accommodation – crisis (BTAC) new name as recommended by MASP
      • Mikayla can start straight away if needed
      • Operational by week 3 January 2025
      • Launch week commencing 20th Jan – kathleen will do up an invitation and invite list, the launch will include a small launch opening at the Discovery centre then a walk through at BTAC house

Minutes
Strengthening Community Access, Inclusion & Wellbeing
Advisory Committee, Tuesday 3rd December 2024

- Still yet to be formulated is a management committee with electives from SCAIWAC, this committee would handle intake then MASP would then takeover with residency
- Recommendation: Shire has only approved one of the recommendations from previous meeting-Budget to be developed and resubmitted to SCAIWAC
- Furniture will need to be assembled for BTAC house completing furniture fixtures

c) Service Directory – kathleen has presented a draft visual of services directory for discussion, for following recommendations

- A-Z services will need to assembled alphabetically and also list services as individual categories
- Will forward PDF copy of the form to members of the SCAIWAC so they can then onforward to service providers they feel can be added to the services directory
- Ensure options of booklet include smaller version A3, and A4 for print, online access
- A suggestion of removing names as contacts as people can change out regularly in these businesses
- Make the font larger for easier viewing
- Use some pages for links to apps, services, emergency contacts
- Links to any online forms – kathleen will confirm this with fact checks/ add QR code where available
- Accuracy check every entry with each provider to check all received information

8. Other business
   BCS losing Estelle from SP and OT
   Em: Contraception – free access locally, dispensing units in public toilets
   Recommendation: SCAIW AC requests BSC approve the installation of MaariMa funded and restocked condom vending machines in the Discovery Cafe toilets and Greenham Park public toilets.
   Lea: Lions park toilets – change made
   Sue:
   Nat
   Michelle
   Glenn
   Connie: adding white ribbon accreditation back to SCAIW AC action plan – all in favour – this will be added to ongoing initiatives
   BSC to be a WRA organisation by Nov 2025

9. SCAIW AC highlight of the year / priority for 2025

Minutes
Strengthening Community Access, Inclusion & Wellbeing Advisory Committee, Tuesday 3rd December 2024

Em: BEAM running and operating well

Tracy: As many hc services as possible

Kathleen MHFA course and 5 day instructor course delivered

Lea: BEAM running, services direct printed

Sue: same – improved health services

Nat: service providers actually providing what they should – SD will support in this space and after school care (Kathleen will reach out to Nat to discuss a motion via ICPA)

Michelle: SD

Glenn: GP established and expand to Euston

Connie: more grant funding to support these sort of projects. BSC is seen as a caring Council beyond RRR

Next Meeting: February 2025 Wed 5th

3 | P a g e

Minutes
Strengthening Community Access, Inclusion & Wellbeing
Advisory Committee, Wednesday 5th February 2025

Location: Balranald Shire Council Chambers, Market St   **Start Time**: 4.00-5:30 pm

Join Zoom Meeting

https://us02web.zoom.us/j/85752756898?pwd=3UAOzW1PvaEbZB5E9B0kHOdKfZLutz.1

Meeting ID: 857 5275 6898 / Passcode: 389995

1. Acknowledgement of Country
   I would like to begin by acknowledging the traditional custodians of the land we're meeting on today and pay my respects to their Elders past and present. I also acknowledge my gratitude that we share this land today, my sorrow for some of the costs of that sharing, and my hope and belief that we can move to a place of equity, justice and partnership together.

2. Meeting Attendance:
   Apologies: Rachael Williams, Mandy Haley
   Present: Lynn Flanagan, Trish Simpson, Emma Moore, Connie Mallet, Glenn Carrol, Sue Balshaw, Lee Lawrie, Tracy O'Halloran, Nat Lay,
   Present online: kathleen Harris, Michelle White

3. Conflicts of Interest: NIL

4. Minutes of previous meeting accurate: Moved: kathleen   Seconded: Emma
   Carried: Yes

5. Guest Speakers: NIL
6. Correspondence / Connections of note – None
   Correspondence in – None

7. Ongoing Initiatives Update:

   a) BTAC (Balranald Transitional Accommodation- Crisis)
      - House opening was a success. The team made sure the house was presentable for open day. Through communication with Connie, funding source please with outcome of the house. A positive discussion held about the potential benefits and outcomes from the implementation of this house for the local and broader community.
      - Needs identified – air-conditioning, connie following up on
      - Adrian installed a new lock box
      - Smoke alarms to be tested
      - Committee of management for BTAC House which consists of Emma Moore, Sue Balshaw and Rachael Williams along with representative from local Police force and the Hospital management will have a meeting in February alongside Maari Ma and Masp to discuss next steps with intake for the house
   b) Mental Health First Aid delivery and registration:

Minutes
Strengthening Community Access, Inclusion & Wellbeing
Advisory Committee, Wednesday 5ᵗʰ February 2025

- Connie has sent engagement flyer out for social media, print and radio promotion that has achieved great feedback.
- So far we have 5 participants for the registration
- Hope to distribute the registration form week starting 10ᵗʰ February so more people can register for course

   c) Services directory
- Kathleen gave update on progress of services directory,
- Up to date with logos, will confirm with registered participants contact details and if still willing to be included in the directory
- Has nominated specific services so items can be collated correctly and alphabetically
- Will distribute a draft before next meeting for proof reading

8. Other business
- Connie has followed up on registration of the Shire to be a White Ribbon registered business- fees possibly quoted are quite high so more communication with white ribbon will be taken to discern registration costs. Becoming a white ribbon business is a positive step forward for the council and its representation

Next Meeting: TBA
Meeting closed 4.39 PM

TOWARDS 2035

Balranald Shire Council's
COMMUNITY STRATEGIC PLAN
2025 - 2035

Researched & Written by:
Local Logic Place

Prepared by:
Council's Community Projects, Tourism & Economic Development Department
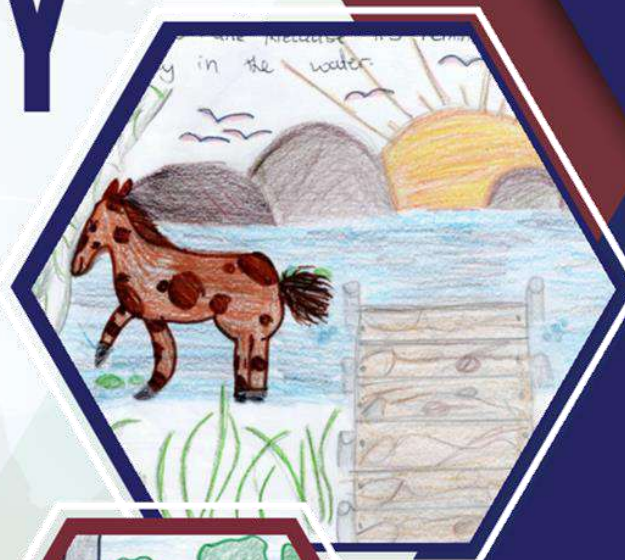
Cover page drawings are from Balranald Central School students

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FOREWORD BY THE MAYOR

As the inaugural Mayor of Balranald Shire's return to elected officials I am delighted to present Balranald Shire's Community Strategic Plan – Towards 2035.

I thank each of you for investing in this process with us. In total 539 community members informed the development of our Community Strategic Plan. This means 25% of our whole community contributed to this Plan! Because of this commitment from each of you we now share a Plan that honours the needs of our whole community and creates a clear direction for the work of Council.

This plan is a testament to our commitment to the quadruple bottom line approach, ensuring economic, environmental, social, and civic priorities are balanced.

We will be a Council that plans for growth in a way that protects what we all love about our existing lifestyle whilst encouraging the growth of businesses and our housing areas in line with our communities' expectations. By prioritising sustainable development and thoughtful planning, we aim to create spaces that honour our unique character and heritage.

A central goal is to care for our communities and residents by fostering a vibrant, inclusive environment where everyone thrives. We are dedicated to balancing growth with sustainability, promoting both well-being and lifestyle enhancements for all. This plan will guide us in creating a future that respects our past while embracing innovation and progress across our entire municipality.

One of our core commitments is to care for all ages, from our youngest to our oldest community members. We understand the importance of nurturing our children, providing them with safe spaces, quality education, and opportunities for growth and development. Equally, we are devoted to supporting our senior residents, ensuring they have access to essential services, healthcare, and activities that enrich their lives and keep them connected to the community.

Together, we will build resilient communities that value every resident's contributions and ensures a high quality of life for present and future generations.

I believe that together, guided by this Plan, we can build an even brighter future for all our residents.

Cr Louie Zaffina
Mayor, Balranald Shire Council

3

⟫⟫⟫ THE PLAN IN BRIEF

PILLAR 1: Our Lifestyle

1.1 Create and maintain beautiful, safe, welcoming and accessible community spaces that enhance healthy living, active lifestyles and connection;

1.2 Create events and platforms that celebrate our unique communities and entire municipality, building on pride and sense of place;

1.3 Improve local access to essential health and wellbeing services and programs - enabling residents to live, evolve and age well in our communities;

1.4 Protect those lifestyle attributes our communities value – upholding community principles to balance and guide growth and development;

1.1.1 Invest in place-making, streetscape and resident (prospective resident and visitor) amenity improvements

1.1.2 Continue to maintain and, where feasible, extend public places and spaces that support community to come together and participate in healthy, active and connected ways (including community halls, parks, playgrounds, recreative reserves, green spaces, and access to nature);

1.1.3 Increase physical and social infrastructure to provide accessible, meaningful and safe ways for people of all abilities to participate in and contribute to our communities;

1.1.4 Understand the precursors to poor community safety and respond proactively for lasting resolution and all of community wellbeing;

1.2.1 Work with our communities to clearly identify and understand our unique attributes and their alignment across the region;

1.2.2 Partner to enhance existing and develop new events and platforms that celebrate our communities, building on pride and sense of place;

1.3.1 Collaborate with key Council committees and external networks to comprehensively understand our strengths and challenges in service access and delivery;

1.3.2 Advocate across all levels to achieve local level service access and delivery which reflects the needs of all members of our communities and upholds their rights respective to their regional and urban counterparts;

1.3.3 Council actively pursues funding streams enabling Council to provide health and wellbeing services identified as enduring service gaps in our communities (mental health is identified as the critical initial focus);

1.3.4 Recognise and support the critical role of volunteer groups, events and activities in supporting community health and wellbeing including through connection, sport, art and culture;

1.4.1 Council understands and upholds our communities' preferences regarding balanced growth and development, protecting our high value lifestyle attributes

PILLAR 2: Our Community

2.1 Support our existing leaders and volunteers and grow our activism skills;

2.2 Nurture and support our families to thrive as the primary place of care and first educators of their children;

2.3 We uphold the rights of all residents including those with a disability and/or experiencing under-resourcing;

2.4 Understand, share and showcase local culture and heritage. Achieve meaningful, empowering Reconciliation across our municipality

2.1.1 Create a Volunteer Coordinator role within Council to offer practical, secretariat, and capacity building support to our volunteer groups;

2.1.2 Work with local schools and key organisations to develop and deliver a Volunteer Mentoring program;

2.1.3 Work with employment services and key organisations to engage and support un- and under-employed community members in volunteering roles;

2.1.4 We celebrate our community leaders, promoting their achievements at all levels. We create a culture that values and respects community leadership

2.2.1 Understand and advocate for the needs of all our families, so parents are connected and supported and children are safe and thriving;

2.2.2 Our early years and early intervention services meet the needs of our children and families through a blend of delivery models;

2.2.3 Across our municipality Early Childhood Education and Care services (childcare and preschool) are available at the required scale and highest levels of quality;

2.3.1 Research and implement a comprehensive Disability Inclusion Action Plan to meet the needs of all community members;

2.3.2 Advocate for and uphold the rights of all community members, with a focus on those with a disability or experiencing under-resourcing, ensuring all community members have equitable access to opportunities to participate, contribute and thrive;

2.4.1 A Reconciliation Action Plan is researched and developed locally, creating a central platform for healing and from which to move forwards

2.4.2 Council forms a First Nations Advisory Group of Council to guide decision making and work

2.4.3 Our cultural and heritage assets are mapped, their significance recorded and protected

2.4.4 Traditional owners are supported to lead and manage access to sites of cultural significance in a manner that protects the site and their ongoing connection to that site

2.4.5 Work with Traditional Owners and key stakeholders to enable the international significance of Mungo. Ensure the benefits of this accrue firstly to Traditional Owners, encouraging their ownership of, and employment in, these tourism assets. Support the Mungo experience as a platform for National reconciliation

PILLAR 3: Our Economy

3.1 Existing businesses and industries are supported to benefit from economic growth (EDS, Objective 1.1);

3.2 The importance of the agriculture, horticulture, pastoral, livestock and aquaculture industries is protected.

3.3 Emerging and prospective industries and businesses are aware of and attracted to the LGA

3.4 Our broad visitor economy potential is recognised, understood and enabled

3.5 We understand local/ regional workforce training and skills gaps and actively support remediation

3.6 Create the conditions for and actively support population and skills attraction

3.1.1 Communications frameworks are activated to increase local awareness of economic growth opportunities with potential for local benefit (BSC Business Xchange, e-lists and information sessions)

3.1.2 Understand the accreditation, licencing and procurement needs of emerging industries. Inform local industry and business and attract relevant trainings to support with accreditation/licencing;

3.1.3 Map local business and industry to support their full utilisation by larger emerging industries such as mining and renewables

3.2.1 Manage residential encroachment onto agricultural / horticultural land

3.2.2 Consider the impact of emerging industries encroachment onto agricultural / horticultural land to food/fibre security

3.2.3 Advocate to ensure the impact of the Water Buy back does not inequitably impact South West NSW. Ensure bought water is returned to the area for environmental gains

3.3.1 A review of long-term strategic land use planning is undertaken drawing on state level expertise and local knowledge to determine placement and enable growth in residential, recreational, commercial and industrial land. This planning is long term, strategic and sustainable and considers all stakeholders. It is visionary about healthy, safe communities

3.3.2 A high level LGA Prospectus is developed (with supporting promotional materials) detailing endowments and opportunities and listing the preferred investments, industries and businesses

3.3.3 An Economic Development Officer/Team/ Concierge role is created and funding secured (could be shared role between neighbouring LGAs) providing a single entry and advocacy point for all Economic Development enquiries

3.3.4 An inter LGA Economic Development Advisory Group is formed utilising Council and local knowledge and representation from key industries

3.3.5 Preferred investment interests, businesses, industries and services are proactively sought out and welcomed

3.4.1 The BSC Destination Management Plan is recognised as the key visitor economy planning document to be applied in parallel to this Strategy

3.4.2 Encourage visitor geographic dispersal and length of stay

3.4.3 Continue to facilitate a broadening suite of accommodation options to meet visitor demand and encourage overnight and extended stays

3.4.4 Plan and provide for adequate visitor amenity at key visitor sites, including lighting, signage, public toilets, seating and shade

3.5.1 Work with engine and emerging industries to clearly identify skills gaps. Focusing on the most prevalent gaps plan a skills remediation strategy which includes a plan for industry's contribution

3.5.2 Council works with key community groups and the broader community to advocate for increased post school / tertiary training provision locally

3.5.3 Continue engagement in cross border networks to advocate for a National accreditation and licencing system for key industries and other practical strategies to address workforce and skills shortages

3.6.1 Support initiatives that promote and/or provide incentives for population migration to the Shire and the region

3.6.2 Activate opportunity to the Designated Area Migration Agreement (DAMA) initiative within the RDA Murray region

3.6.3 Investigate local solutions to workforce gaps by exploring more flexible working arrangements, workforce sharing and role sharing models (EDS, Action 3.4.4);

4

PILLAR 4: Our Infrastructure

4.1 Our amenity infrastructure enables active, inclusive, enjoyable, sustainable and safe lifestyles;

4.2 Greater diversity in, and availability of, housing stock with utilities and amenity assets to support

4.3 Physical and digital connectively enables full use of the LGA's potential – both human and natural

4.1.1 Council comprehensively reviews all Council owned infrastructure, ensuring clear planning for each infrastructure item in line (as far as is practical) with the needs and expectations of communities;
4.1.2 Continue to develop comprehensive and accessible active transport options throughout our communities including footpath networks and walking trails;
4.1.3 Water treatment, supply and pressure systems meet the needs of current and future generations;
4.1.4 Rural addressing is reviewed in line with current best practice to meet the needs of our rural communities particularly in reference to emergency and communications services;
4.2.1 Suitable land for new builds is identified and promoted including through infill of vacant land within communities and through new residential estates
4.2.2 Housing investment is encouraged through the promotion of available land, the development of clear planning information resources and sessions and a streamlined planning and development application process
4.2.3 Explore the contribution of industry to housing solutions through legacy / social licence
4.3.1 Council continues to advocate at appropriate governmental levels for high standard road infrastructure, including vigilance in identifying, accessing and utilising available funding streams
4.3.2 Council networks with peer LGAs in their experience of large industry co-contributions to infrastructure such as roads, ensuring the support received locally reflects costs of use and maintenance
4.3.3 Council continues to advocate at appropriate governmental levels for high standard technical connectivity infrastructure

PILLAR 5: Our Environment

5.1 Our unique local environment including our waterways, flora and fauna are protected, celebrated and promoted;

5.2 We work as a LGA to remedy past environmental damage and to prevent further and future damages

5.1.1 We work in harmony with our landscapes, waterways, flora and fauna to balance our commercial and recreational use of these systems with their preservation and enhancement;
5.1.2 Our system of rivers, lakes, wetlands and landscapes are protected including the monitoring of loss of water from the region, ecosystem and water health and the impact of industry including visual and physical impacts
5.1.3 The World Heritage listed Mungo National Park and Ramsar wetlands are understood locally and carefully promoted for sustainable access and enjoyment. Traditional owners are central to, and primary beneficiaries of, this access and enjoyment;
5.2.1 We support our communities and industries to be proactive and creative in reducing carbon emissions;
5.2.2 We support our community - through education, infrastructure and programs – to safeguard our natural environments and make meaningful and lasting changes;
5.2.3 We continually explore opportunities for circular economies, including the recycling of common waste and by-product materials and use of recycled materials;
5.2.4 We strive for residential waste recycling models which are comprehensive, user friendly and financially sustainable;

PILLAR 6: Our Council

6.1 We grow our Council workforce – skilling locals and encouraging career progression

6.2 Our whole community has a voice in local governance and leadership, our elected representatives are skilled and supported;

6.3 We seize the full opportunity and potential of legacy, making strategic long- term investments

6.4 We build partnerships to achieve equity for our region and have collective impact

6.1.1 Council adopts a leadership role in promoting local government as a career path, highlighting high demand fields
6.1.2 Council strengthens its trainee and apprenticeship program by including work experience or other industry placements
Strategy **6.1.3** Council has a philosophy of continuous professional development, encouraging all staff to set and fulfil professional goals and supporting, where reasonable, the cost of trainings in this space
Strategy **6.2.1** We recognise a strong Local Government needs skilled elected representatives and so invest in our Councillors with training, experiences and support mechanisms (EDS, Action 5.1.3);
6.2.2 Council creates clear and accessible two-way communication channels and governance structures between community, Council staff and elected representatives;
6.3.1 Council and community form a governance model to enable the collection and strategic distribution/investment of social licence/legacy payments from industry (EDS, Action 5.3.1);
6.3.2 BSC collaborate with neighbouring LGAs to understand the possible scale of social licence payments and develop an aligned position to guide negotiation and expectations, recognising the synergy of their opportunities and the strength in being united (EDS, Action 5.3.2);
6.3.3 Council and community use legacy strategically and long-term so the benefits drawn from emerging industries last beyond their lifespan within the region (EDS, Action 5.3.3);
6.3.4 Council leverages diverse funding and income streams to build a financially strong and sustainable future for all our communities;
6.4.1 We actively seek out and nurture partnerships at all levels including with our neighbouring LGAs, Joint Organisations, Regional, State and National advocacy bodies, and political and governmental representatives
6.4.2 We continually listen to community voice and develop a short- and medium-term advocacy plan which identifies priority focus areas. Each priority area is supported with a Fact Sheet enabling all community representatives and Council Executive and elected leadership to speak with alignment and authority
6.4.3 Within our LGA we partner with key agencies and bodies including Balranald Aboriginal Lands Council, ICPA, NSW Farmers etc. We support their good governance recognising that when they are strong, we are strong (EDS, Action 5.2.3);

Two of the drawings from Euston Primary School

5
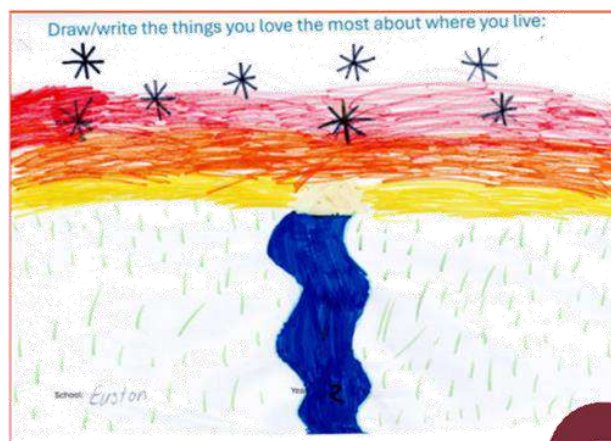
>>> INTRODUCTION

The Integrated Planning and Reporting (IP&R) Guidelines were first issued by the Office of Local Government (OLG) in 2010 and later updated to reflect the legislative changes of the Local Government Amendment (Governance and Planning) Act 2016. All councils in NSW use the IP&R framework to guide their planning and reporting activities.

The **Integrated Planning and Reporting (IP&R) framework** (Figure 1.) recognises that most communities share similar aspirations: a safe, healthy and vibrant place to live, a sustainable environment, a caring and engaged community, opportunities for employment, reliable infrastructure, etc. The difference lies in how each community responds to these needs.

The main components of the Integrated Planning and Reporting (IP&R) framework (Figure 1.) are the Community Strategic Plan, Resourcing Strategy, Delivery Program, Operational Plan and Annual Report. Each are summarised below:

Figure 1.
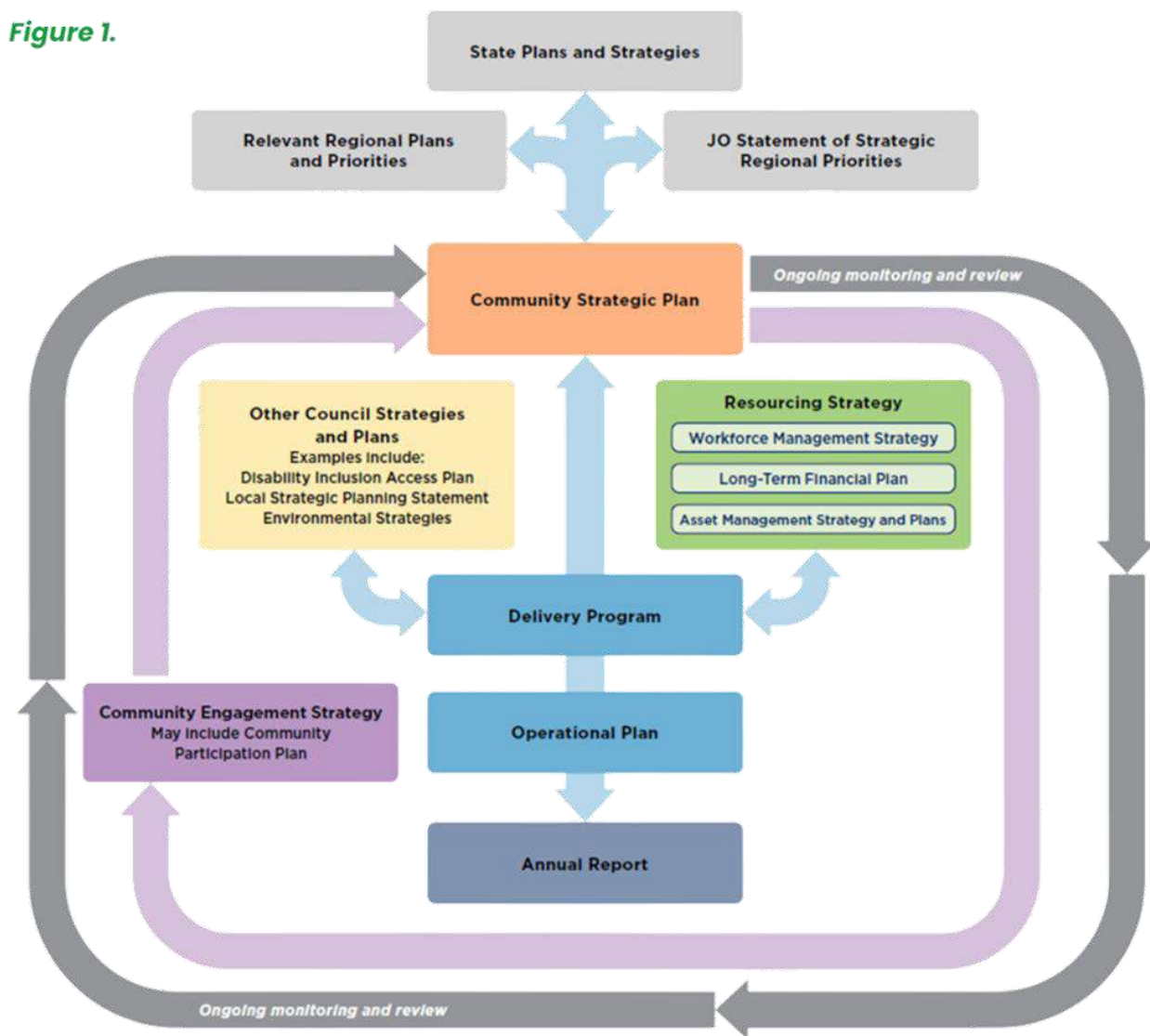
Community Strategic Plan

The Community Strategic Plan is the highest level of strategic planning undertaken by a council. It has a ten-year plus timeframe. All other Council plans must support achievement of the Community Strategic Plan objectives. The purpose of the Plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving these goals.

The Community Strategic Plan identifies the community's future goals, and strategies to achieve those goals by posing four key questions:

- Where are we now?
- Where do we want to be in 10 years time?
- How will we get there?
- How will we know when we've arrived?

Resourcing Strategy

Shows how council will resource its strategic priorities, identified through IP&R. The Resourcing Strategy includes three inter-related elements:

- Long-Term Financial Planning
- Workforce Management Planning
- Asset Management Planning

The Resourcing Strategy is a companion document to the Delivery Program, outlining how Council will resource the actions (addressing Council's finances, assets and workforce).

Delivery Program

The council's commitment to the community about what it will deliver during its term in office to achieve the Community Strategic Plan objectives, including the actions it will undertake to meet the CSP goals and strategies over four years.

Operational Plan

Shows the individual projects and activities a council will undertake in a specific year. It includes the council's annual budget and Statement of Revenue Policy.

Annual Report

Reports back to the community on the work undertaken by a council in a given year to deliver on the commitments of the Delivery Program via that year's Operational Plan. Councils also report on their financial and asset performance against the annual budget and longer-term plans.

Whilst the **Community Strategic Plan** is a ten year plan, it is reviewed every four (4) years following Councillor elections.

7

⫸ THE ROLE OF LOCAL GOVERNMENT

While a council has a role in initiating, preparing and maintaining the Community Strategic Plan on behalf of its residents, it is not wholly responsible for its implementation. Other partners - state agencies, non-government organisations, business and industry, joint organisations and community groups - may also be engaged in delivering the strategies of the Plan.

Section 402 of the Local Government Act requires:

➡ Each local government area to have a Community Strategic Plan that has been developed and endorsed by the Council on behalf of its community,

➡ The Community Strategic Plan to identify the main priorities and aspirations for the future of the Shire area,

➡ The Community Strategic Plan cover a minimum timeframe of 10 years,

➡ The Community Strategic Plan establish strategic objectives together with strategies to achieve those objectives,

➡ That Council review the Community Strategic Plan before 30 June in the year following an ordinary election of Council. In doing so they may endorse the existing plan, or develop and endorse a new Community Strategic Plan.

Further to these legislated requirements the Community Strategic Plan should:

➡ Be developed and delivered as a partnership between Council, state agencies, business and industry groups, community groups and individuals,

➡ Be adequately informed by and address a broad range of issues that are relevant to the whole community including civic leadership, and social, environmental and economic issues in an integrated manner,

➡ Be based on social justice principles of equity, access, participation and rights, and

➡ Be developed having due regard to NSW Government's State Priorities and other relevant state and regional plans. (Office of Local Government (2021) INTEGRATED PLANNING & REPORTING GUIDELINES for Local Government in NSW.)

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> *Council is only one part of the community. We know significant outcomes are only achieved when we work collaboratively and develop partnerships. All levels of government, stakeholders, community organisations and individuals share responsibility for achieving our shared vision for the Balranald Shire.*
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Advocate: Council gives a voice to the community by lobbying and advocating to ensure major priorities are known and promoted to decision-making organisations for the best possible outcomes for the Shire. Advocacy works best when we work together with community leaders and stakeholders to form a clear and united voice,

Lead: Council shows strong, transparent and visionary leadership. Council demonstrates excellence in everything we do, driving unity and mobilising and empowering others to help our community achieve our shared vision,

Partner: Council collaborates with providers and stakeholders to bring best possible outcomes for the community,

Provide: Council effectively and efficiently delivers services, facilities and programs to community at agreed service levels. This recognises that some services in this Plan, such as education and health, are provided by other government agencies but critical to achieving the community vision,

Regulate: Council has statutory responsibilities to regulate certain functions as required by state and federal legislation.

⋙ OUR COUNCILORS

The Balranald Shire Council has eight elected councillors as its governing body. The Council is established in accordance with the Local Government Act 1993.

Cr Louie Zaffina
MAYOR

Cr Dwaine Scott
DEPUTY MAYOR

Cr Alison
Linnett

Cr Tracy
O'Halloran

Cr Iain
Lindsay-Field

Cr German
Ugarte

Cr Phillip
Pippin

Cr Leigh
Byron

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>>> OUR COUNCIL'S GUIDING PRINCIPLES

This Plan is underpinned by the following guiding principles:

Improving Council's decision-making

Council's decision-making and actions need to be open, transparent and accountable. Improving the decision-making of Council, other levels of Government and the community is an essential driver for achieving outcomes.

A partnership approach

Partnerships with our stakeholders are critical as they help achieve a shared vision, enable more effective and efficient use of resources, and provide a means of distributing the costs involved in delivering actions.

Effects on future generations

We all have a responsibility to ensure future generations are not worse off as a result of our decision-making and actions. Council will leverage every resource available to encourage individuals, communities, organisations and Governments to do what is needed.

Social justice

Social justice ensures the rights of everyone are considered in a fair and equitable manner. While equal opportunity targets everyone in the community, social justice targets groups of people who are marginalised and disadvantaged. Social justice means a commitment to ensuring:

1. **Equity:** There is fairness in decision-making and prioritising and allocation of resources.

2. **Access:** All people have fair access to services, resources and opportunities to meet their basic needs and improve their quality of life.

3. **Participation:** Everyone has the maximum opportunity to genuinely participate in decisions which affect their lives.

4. **Rights:** Equal rights and opportunities for everyone to participate in community life.

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⊕ The Quadruple Bottom Line (QBL)

The QBL ensures a holistic approach is applied to all aspects of the Balranald Shire Council Community Strategic Plan (2025-2035). In this way the Plan supports social, environmental, economic and civic leadership outcomes through strategic directions and actions that do not compromise the needs and ecological sustainability of both present or future generations.

Social Outcomes: Emphasises the wellbeing of residents and ensuring everyone feels included and has equal access to services. It means creating liveable communities where people can enjoy a range of cultural and physical activities and share meaningful connections.

Environmental Outcomes: Focuses on protecting and enhancing the environment including conserving natural resources, responding to climate change and building resilience to natural disasters.

Economic Outcomes: Looks at the financial health of the community and sustainability of the local economy. It involves creating jobs, supporting businesses and ensuring efficient use of resources.

Civic Leadership Outcomes: Highlights the role of leaders in guiding and inspiring the community. It involves ethical decision-making, active participation in civic life and collaboration.

Social　　**Environmental**

Economic　　**Civic Leadership**

*This Plan supports **social, environmental, economic and civic leadership outcomes** through strategic directions and actions that do not compromise the needs and ecological sustainability of both present or future generations.*

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≫ CONTEXT

Sound community planning in incumbent on a solid understanding of who our community is. To understand the community context of our Shire the following components are important:

→ Community profile

→ Economic profile

→ Reference to federal, state and regional context, priorities, strategies and plans

→ Assessment of strategic risks and challenges facing the community

Our Region

Balranald Shire Council covers an area of 21,346 square kilometres, making it the fifth largest Local Government Area (LGA) in NSW. The township of Balranald is the largest community within the Balranald LGA and houses the majority of Council's workforce. The township of Euston is 80km west of Balranald. Both Euston and Balranald are important centres for outlying villages within the LGA including Kyalite, Hatfield, Penarie, Clare and Oxley – all of which are valued gathering points for the surrounding areas.

With a current LGA population of 2,208 (based on the 2021 Census of Population and Housing) it is anticipated that the population could increase by approximately 850 people by 2041 to a total of approximately 3,200 (2019 NSW Population Projections), dispersed predominately through our two main townships of Balranald and Euston. Our First Nations population forms 6.4% of our entire population and includes Traditional Owners - the Mutthi Mutthi, Ngiyampaa, and Barkindji peoples.

The Balranald LGA is 850km southwest of Sydney, 430km north northwest of Melbourne and 530km to the east of Adelaide. The Balranald LGA, in south west NSW, rests within the Murray-Darling Basin and the newly proclaimed South West Renewable Energy Zone and on significant transport routes including the Sturt Highway. The LGA is home to significant National Parks (including Yanga and Mungo), the Willandra Lakes World Heritage Area and RAMSAR.

oth Euston and Balranald are important centres for outlying villages within the GA including Kyalite, Hatfield, Penarie, Clare and Oxley

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Map of the Balranald Shire region
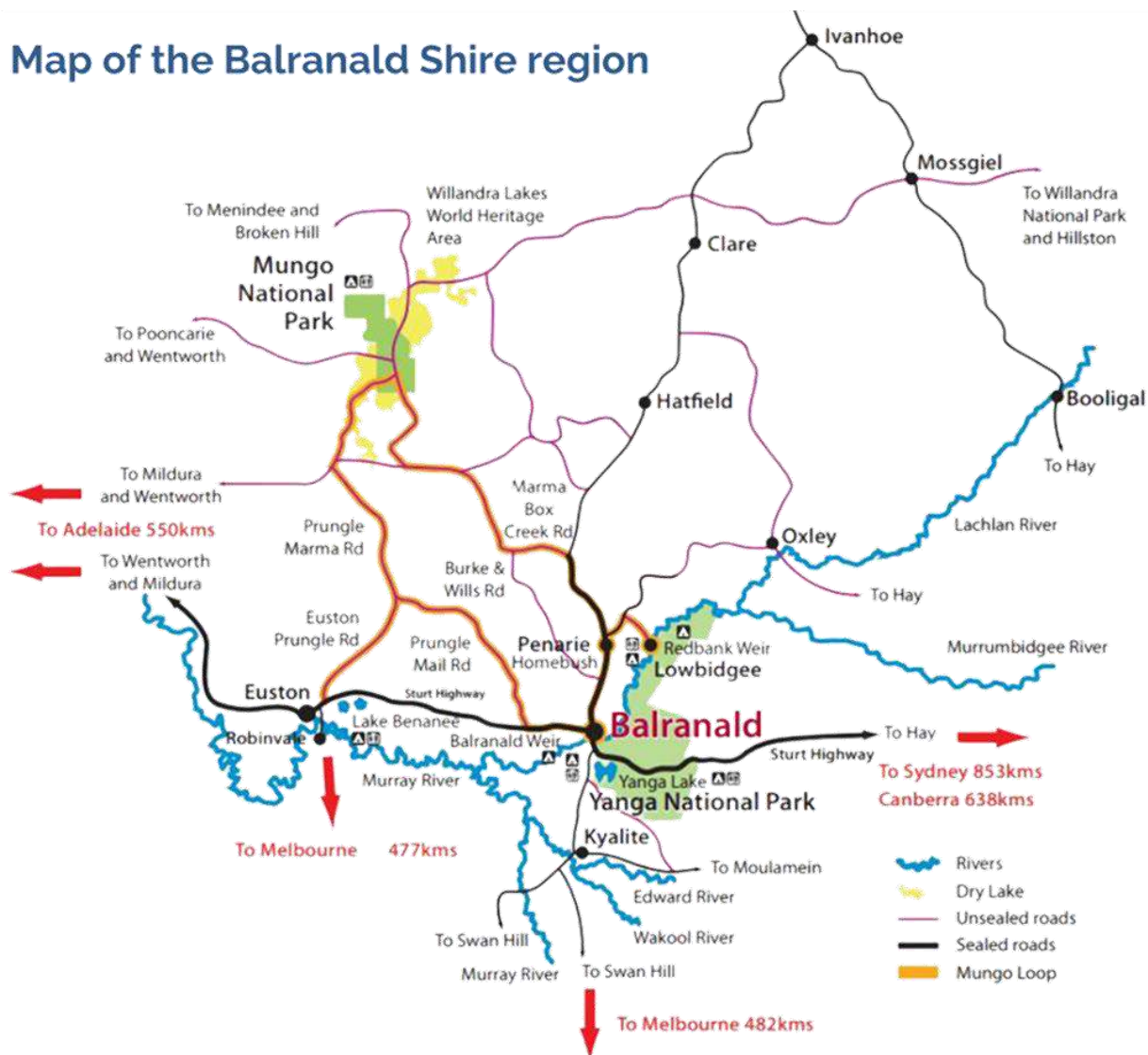
The LGA is home to significant National Parks including Yanga National Park & Mungo National Park, the Wilandra Lakes World Heritage Area & RAMSAR
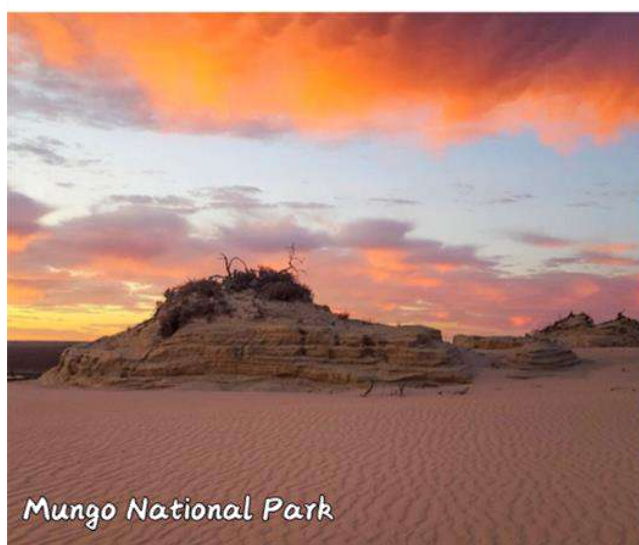
Mungo National Park

Yanga National Park

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Community Profile

If Balranald Shire Council consisted of 100 people, there would be

50 Females

50 Males

17 reporting one long term health condition

20 aged 14 years & under

5 reporting two long term health condition

3 reporting three or more long term health condition

60 aged 15-64 years (the working age population)

20 65 years & over

78 are born in Australia

77 speak English only at home

6 are Aboriginal and/or Torres Strait Islander

22 are born overseas

14
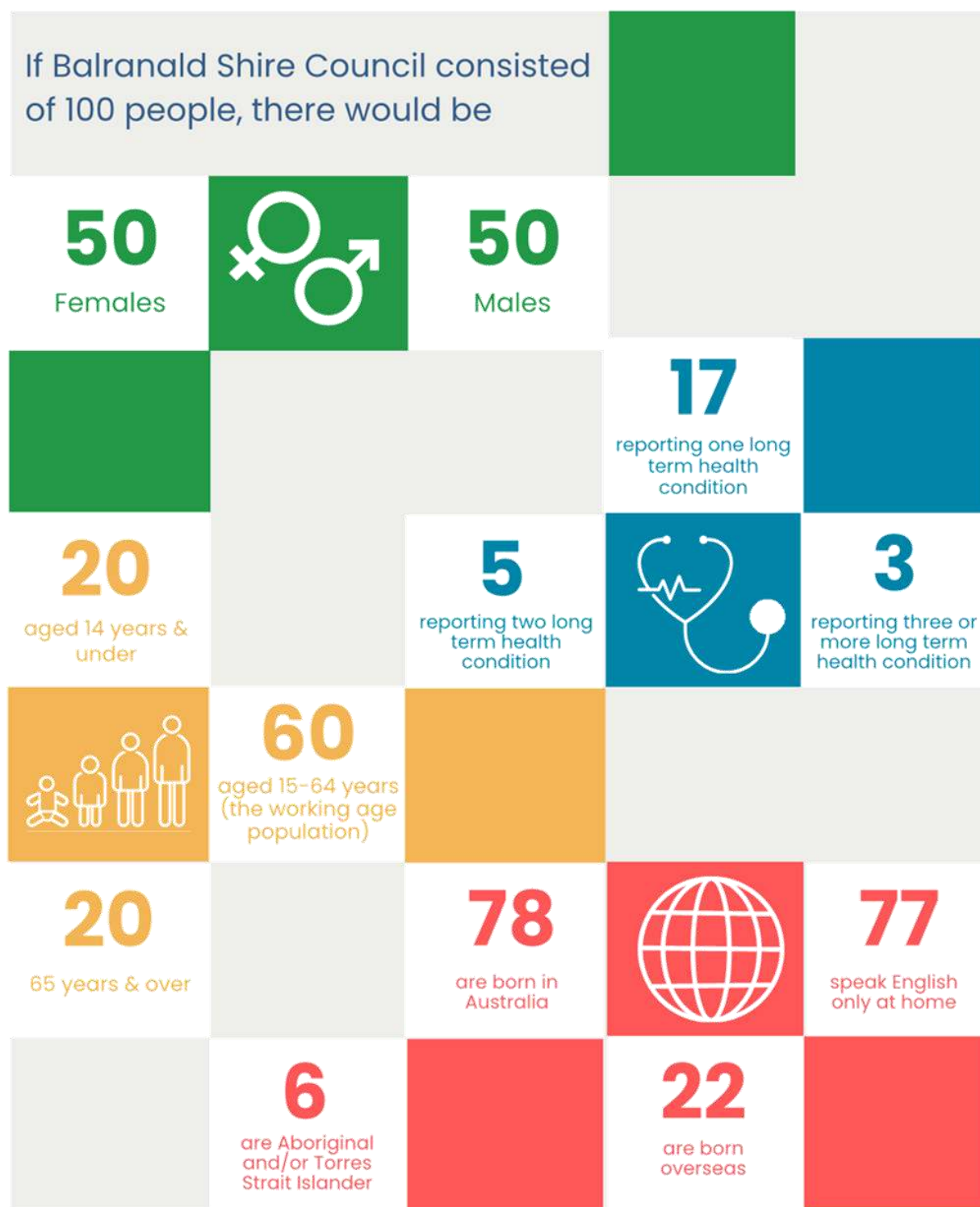
If Balranald Shire Council consisted of 100 people, for the population aged 15 years and over, there would be

28 not in the labour force

56 56 in the labour force

3 Unemployed

25 managers

63 working full-time

11 technicians & trades

17 labourers

28 working part-time

9 Professionals

30 are working 45 hours or more per week

8 Batchelor Degree and above education

12 provide unpaid assistance to a person with a disability, health condition or due to old age

14 year 9 or below education

10 would walk to work

21 do voluntary work through an organisation or group

15

If there were 100 houses in the
Balranald Shire Council, there would be

70 family houses

28 single person houses

21 unoccupied houses

2.5 average of people in each home

6 without a registered motor vehicle

21 would have a weekly income of LESS THAN $650 each week

13 would have a weekly income of MORE THAN $3.000 each week

Draw/write the things you love the most about where you live:

house boat

dog

Tropical! shop

School: Euston

Year: 2

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ne of the drawings from Euston Primary School
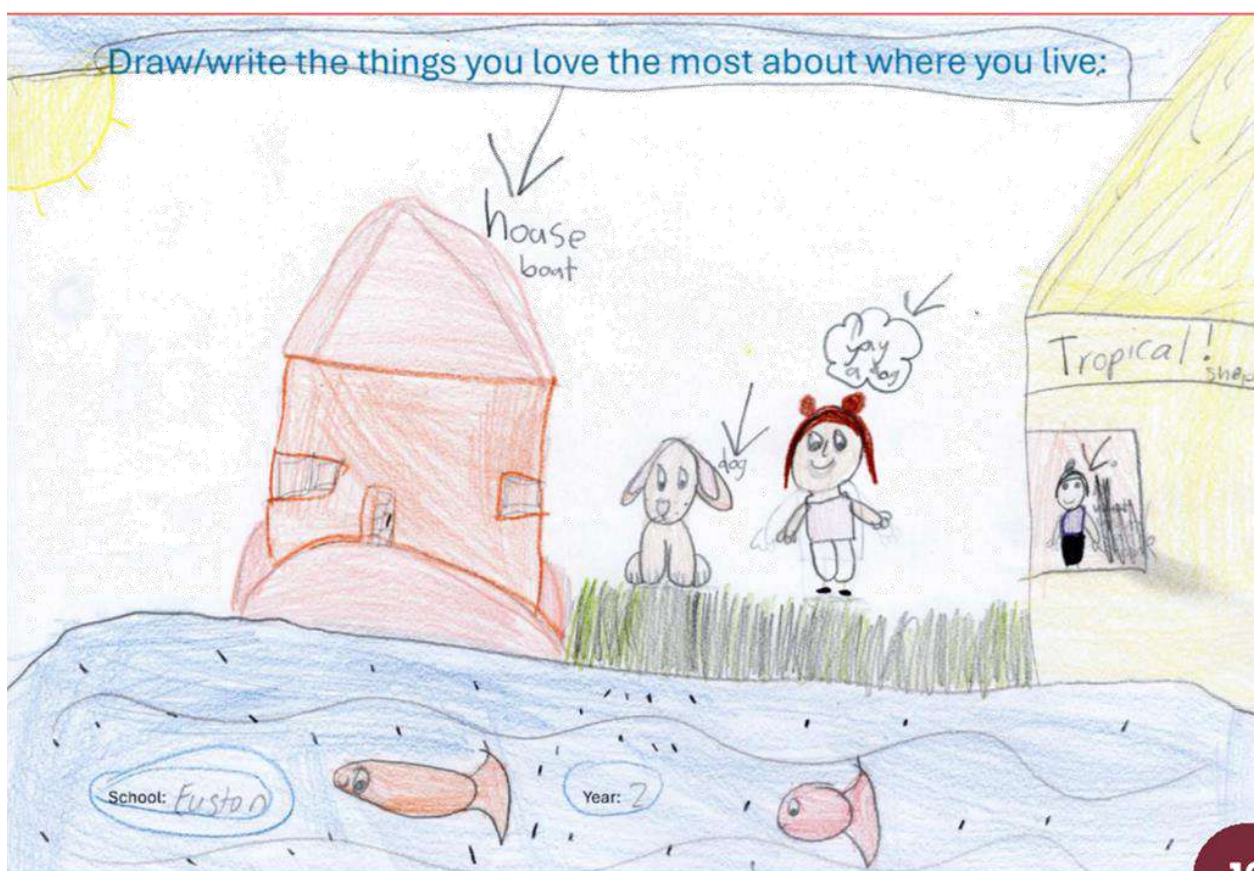
Economic Profile

Economy Facts & Stats at 2021

GROSS REGIONAL PRODUCT - $196M
Up from $159M in 2017/2018
2023 NIER State of the Regions Economic Indicators

ANNUAL CHANGE IN GRP +16.65%
Regional NSW 1.03%
2023 NIER State of the Regions Economic Indicators

GROSS VALUE OF AGRICULTURAL PRODUCTION (2021/2022) - $148.2M
Data by Region Australian Bureau of Statistics

LOCAL JOBS (2021/2022) – 960
Up from 867 in 2017/2018
2023 NIER State of the Regions Economic Indicators

ANNUAL CHANGE IN LOCAL JOBS +1.04%
Regional NSW 1.02%
2023 NIER State of the Regions Economic Indicators

EMPLOYED RESIDENTS (2021/2022) – 1,020
2023 NIER State of the Regions Economic Indicators
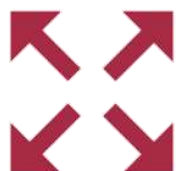
LARGEST INDUSTRY OF EMPLOYMENT (2021, PERSONS AGED 15 YEARS AND OVER) - AGRICULTURE, FORESTRY AND FISHING 33.9%
Data by Region Australian Bureau of Statistics

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Economy Facts & Stats at 2021 (cont.)

EMPLOYMENT STATUS
62.8% worked full-time (NSW 55.2%)
27.9% worked part-time (NSW 29.7%)
3.1% (31 people) were Unemployed (NSW 4.9%)
6.0% were away from work (NSW 10.2%)

PARTICIPATION IN LABOUR FORCE
In the labour force: 56.4% (NSW 58.7%)
Not in the labour force: 27.9% (NSW 35.5%)
Not stated: 15.3% (NSW 5.9%)

TOTAL NUMBER OF BUSINESSES (2021/2022) – 319
Data by Region Australian Bureau of Statistics

BUSINESS ENTRIES (2021/2022) – 34
BUSINESS EXITS (2021/2022) – 28
Data by Region Australian Bureau of Statistics

NUMBER OF BUSINESSES BY INDUSTRY (2021/2022)
Agriculture (165),
Construction (26),
Rental, Hiring and Real Estate Services (25),
Transport, Postal and warehousing (23)
Data by Region Australian Bureau of Statistics

NUMBER OF BUSINESSES WITH A TURNOVER OF $5M OR MORE (2021/2022) – 16
Number of businesses with a turnover of $2M to less than $5M (2021/2022) - 21
Number of businesses with a turnover of $200k to less tl (2021/2022) - 141
Data by Region Australian Bureau of Statistic

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Strategic Line of Sight

LOCAL	REGIONAL	STATE	NATIONAL
Local developments, economic development, social matters	Regional planning and infrastructure, health, education, environment, industries, tourism	Health, care (aged child, disability), transport, education, employment, state significant development, police	Taxation, welfare, regional communications, trade, immigration, defence, inland rail
Balranald Shire Council Destination Management Plan (2025)

Balranald Shire Council Economic Development Strategy (2024)

Settlement Strategy (Enhancement & Growth) – Shire of Balranald (July 2023)

Balranald Shire Community Strategic Plan 2032 (May 2022)

Delivery Program 2022–2026 (May 2022)

Balranald Shire Council Local Strategic Planning Statement (2020) | Draft Far West Regional Plan 2041 (September 2022)

Balranald/Wentworth Regional Drought Resilience Plan (2024)

Office of the Cross-Border Commissioner Strategic Plan 2020-2025 (2023 Update)

Riverina and Murray Joint Organisation (RAMJO), Statement of Strategic Regional Priorities, 2022 – 2026

Far West Joint Organisation (FWJO), Statement of Strategic Regional Priorities 2019 – 2022 (August 2019)

Regional Development Australia – Murray Strategic Plan 2022-2025 (2022)

Riverina Murray Destination Management Plan 2022-2030 (2022)

Murray Region Destination Management Plan, Murray Regional Tourism (2023)

Far (South) West Joint Organisation Destination Management Plan (September 2022) | NSW State Plan (2021) Premier's Priorities NSW 2040 Economic Blueprint - Investing in the state's future (2019)

Regional Strengths and Infrastructure Gaps Regional Analysis: New South Wales (March 2022)

Our Vision for Regional Communities (November 2022) Future Ready Regions 2023 Update

Agriculture Industry Action Plan Climate-Smart Agriculture Program (2023)

NSW Housing Strategy NSW Electricity Strategy Net Zero Plan Stage 1: 2020 – 2030. Department of Planning, Industry and Environment (2020)

NSW Biosecurity Strategy Future Transport Strategy 2056

NSW Rural and Remote Education Strategy

NSW Police Statement of Strategic Intent

NSW's Critical Minerals and High-tech Metals Strategy (2021) | Closing the Gap National Agreement

Australia's Strategy for Nature

National Digital Economy Strategy

Infrastructure Australia Strategy

State of Australia's Regions Report (2024)

Regional Australia Impact Statements

Regional Development Australia Charter (2023)

National Transformation Principles

National Skills Agreement

National Housing Accord

Working Future: White Paper on Jobs and Opportunities

The Migration Strategy (December 2023)

Better Connectivity Plan for Regional and Rural Australia

National Children's Education & Care Workforce Strategy |

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Strategic Line of Sight (cont.)

LOCAL	REGIONAL	STATE	NATIONAL
ocal developments, conomic development, ocial matters	Regional planning and infrastructure, health, education, environment, industries, tourism	Health, care (aged child, disability), transport, education, employment, state significant development, police	Taxation, welfare, regional communications, trade, immigration, defence, inland rail
See Above	Planning for a Shared Future, Willandra Lakes Region World Heritage property, Final Report (November 2023)	NSW Visitor Economy Strategy 2030 – A Roadmap for Growing the NSW Visitor Economy	Net Zero Plan National Statement on Climate Change and Agriculture Critical Minerals Strategy 2023–2030 THRIVE 2030

UN Sustainable Development Goals [1]

Overarching our local, regional, state and national plans and priorities are the global standards set by the United Nation's Sustainable Development Goals.

World leaders came together in 2015 and made a historic promise to secure the rights and well-being of everyone on a healthy, thriving planet when they adopted the 2030 Agenda for Sustainable Development and its 17 Sustainable Development Goals (SDGs). Australia is one of the 193 countries that signed the 2030 Agenda for Sustainable Development.

The Agenda is the world's roadmap for ending poverty, protecting the planet and tackling inequalities. The 17 SDGs, the cornerstone of the Agenda, offer the most practical and effective pathway to tackle the causes of violent conflict, human rights abuses, climate change and environmental degradation and aim to ensure that no one will be left behind. The SDGs reflect an understanding that sustainable development everywhere must integrate economic growth, social well-being and environmental protection.

Refer to the Sustainable Development Goals over page

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SUSTAINABLE DEVELOPMENT G♦ALS

1 NO POVERTY	2 ZERO HUNGER	3 GOOD HEALTH AND WELL-BEING	4 QUALITY EDUCATION
5 GENDER EQUALITY	6 CLEAN WATER AND SANITATION	7 AFFORDABLE AND CLEAN ENERGY	8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE	10 REDUCED INEQUALITIES	11 SUSTAINABLE CITIES AND COMMUNITIES	12 RESPONSIBLE CONSUMPTION AND PRODUCTION
13 CLIMATE ACTION	14 LIFE BELOW WATER	15 LIFE ON LAND	16 PEACE, JUSTICE AND STRONG INSTITUTIONS
17 PARTNERSHIPS FOR THE GOALS			

(1) Please note: The content of this publication has not been approved by the United Nations and does not reflect the views of the United Nations or its officials or Member States.

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Strategic Risks and Challenges facing the Balranald Shire Community

OUR RISKS	Our risks are those factors which might jeopardise our highly valued way of life or our future way of life, our opportunities and our assets. Risks identified through the community engagement process included:
	Climate change and adaption, increasing extremes in climate events,
	State and National Governments scaling back support and servicing to rural communities,
	The support to ensure land use and town planning is strategic, sustainable and visionary – providing great futures for all our residents,
	Ongoing critical workforce shortages, particularly at the professional levels including health, education and local departmental and government positions,
	Key positions remain unfilled within our Council resulting in lowered capacity to advocate, capitalise, plan and respond,
	Large scale emerging industries divide our communities, particularly where land purchases and use destroy neighbour relations, or where these industries implement unfair and or damaging practices against individual landholders,
DAMAGE	Emerging industries leave our communities with unrepaired damages to roads, environments, landscapes, amenity value and communities

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OUR CHALLENGES

Our challenges are already being faced, with planning and foresight we can grow through our challenges becoming stronger. Challenges identified through the community engagement process included:

A lack of housing supply, diversity and affordability,

Workforce shortages,

Provision of (including advocacy for the delivery of) high quality and to scale utilities - telecommunications, water and waste,

Maintaining and renewing ageing assets including roads, water infrastructure and community facilities,

An ageing population requiring diversified housing opportunities and health services to continue to live and age well locally,

Securing equitable, consistent and affordable access to services such as health, wellbeing and education across the ages,

Ensuring the long-term financial sustainability and good governance of local government,

The impact of cost-of-living pressures on all residents, but especially our under-resourced community members,

Securing an equity of benefits and opportunities from industry growth across our LGA – where the capacity to do so will contribute to responding to and alleviating many of the above challenges.

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>>> COMMUNITY VOICE

All Community Voice Snapshot

539 community members informed the development of the Balranald Shire Council 2025-2035 Community Strategic Plan – representing 25% of our whole community (based on a 2021 Census population of 2,208 people).

These voices included children, young people, families and older residents from across the geographical spread of our LGA. Our community voice also came from First Nation residents, overseas born residents, people with additional needs and visitors to our communities.

We asked our communities to share:

- What are the GREAT things about where you live (what do you VALUE)?
- What are the CHALLENGES / DOWNFALLS of where you live? and
- As a Community / Shire where do we want to 'be' in 10 years time? Your VISION
- The Visioning question for our children was asked as - If you were Prime Minister for the week what would you do or change?

☆ OUR VALUES

Our community told us clearly they VALUE our PEOPLE and PLACES and the LIFESTYLE they have. Our sense of COMMUNITY, TRUST, SAFETY and RESILIENCE were central themes. Our VERY YOUNG and VERY OLD community members must be cared for - our young people are our future and older community members are the keepers of our knowledge. VOLUNTEERS and COMMUNITY GROUPS form the fabric of our communities.

Our community members VALUE the environment – our NATURAL ASSETS, CULTURE and HERITAGE and COMMUNITY ASSETS such as PLACES TO GATHER and safe, functioning ROADS – must be PROTECTED and ENHANCED. Our RIVERS are our LIFE BLOOD. Our community members also value our LOCATION and CLIMATE and the protection of our enduring ENGINE INDUSTRIES such as agriculture.

Our community members VALUE LOCAL GOVERNMENT. They VALUE high functioning, high integrity leadership and the return of ELECTED REPRESENTATIVES. They also VALUE local services, DELIVERED BY LOCALS – recognising their critical role in supporting our communities.

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OUR CHALLENGES

Our community members understood our challenges identifying HOUSING and WORKFORCE SHORTAGES as significant alongside the cost of critical infrastructure maintenance and services such as ROADS, FOOTPATHS, BEAUTIFICATION, WASTE MANAGEMENT and COMMUNITY ASSETS for Local Government.

Communities identified INCONSISTENT and INADEQUATE SERVICE DELIVERY / SERVICE SUPPORT by State and Federal Governments as a significant challenge – noting childcare, health care, education (especially early years and adult), aged care, mental health, and youth and employment services as insufficient to varying degrees. INCONSISTENT TELECOMMUNICATIONS and POWER SUPPLIES are also a challenge.

Communities were clear in saying they felt unheard by Government – and that the revenue and royalties drawn from our LGA were not reflected in the INVESTMENT RETURNED BY STATE and FEDERAL GOVERNMENT. CROSS BORDER challenges often exacerbated this.

RESPONDING TO GROWTH in strategic, and well-considered and planned ways was also a challenge and external support was needed. Our CAPACITY TO NEGOTIATE with large scale emerging industries to ensure SUSTAINED and MEANINGFUL COMMUNITY BENEFIT was frequently raised.

OUR VISION

Our community members want GROWTH and DEVELOPMENT but NOT AT ANY COST. Our PEOPLE, ENVIRONMENT and ENDURING BUSINESSES and INDUSTRIES must be PROTECTED. Our communities want ALL OUR RESIDENTS TO BENEFIT FROM OPPORTUNITIES, for local people to gain great careers, and have access to improved services and amenities – bringing IMPROVED LIFE OUTCOMES.

As a community we want our COUNCIL to be SMART, SKILLED, SUSTAINABLE and WELL-INFORMED. As a community we want to HARNESS OUR OPPORTUNITIES, we want to be astute in ensuring EMERGING INDUSTRIES and GOVERNMENT BENEFICIARIES CONTRIBUTE in MEANINGFUL WAYS TO OUR COMMUNITIES.

Our community members want to ATTRACT SKILLED FAMILIES and INDIVIDUALS and VISITORS to our communities with great housing, services, assets and amenities. Our communities want to stay CONNECTED, WELCOMING and FRIENDLY. We want to NURTURE ALL OUR RESIDENTS through the whole of their life, offering them places and reasons to come together, grow and share and the services essential to thrive.

Our community members want HEALTHY ENVIRONMENTS that are understood, shared, protected and enjoyed. We want to showcase our CULTURE and HERITAGE – both locally and to the world.

A Summary Community Voice Report is available in Appendix 1 - Community Voice – By Engagement Activity.

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⟫⟫ COMMUNITY VOICE

Community Engagement - Methodology & Response Rates

Community Engagement

In total 539 community members informed the development of the Balranald Shire Council 2025–2035 Community Strategic Plan. This means 25% of our whole community informed this Plan (based on a 2021 Census population of 2,208 people).

What we asked

Q&A What are the GREAT things about where you live (what do you VALUE)?

Q&A What are the CHALLENGES/DOWNFALLS of where you live? and

Q&A As a Community/Shire where do we want to "be" in 10 years time? Your VISION

Q&A The Visioning question for our children was asked as - If you were Prime Minister for the week what would you do or change?

539
community members informed

2,208
population (2021 Census)

25%
% of population that informed this Plan

A customised online community survey designed to be easy to complete

How did the community get involved?

A series of community workshops, specialist workshops & school focus groups conducted across the Balranald shire

The customised community survey was also available in hard copy

The School Drawing Exercise ensured that our youngest community members had a voice

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74 Community Members attended the Workshops

25 Community Members were connected through specialist community workshops

189 Community Surveys were completed

116 Students participated in School Focus groups

135 Students participated in the Drawing Exercise

The goal of the Community Strategic Plan is to provide a compelling vision for the Balranald Shire Council community. It must clearly identify priorities and aspirations and address a broad range of relevant issues. This can only be achieved with meaningful community engagement – the true voice of the community must be heard in the process of researching and developing the Community Strategic Plan. This includes the voices of people not typically heard from including First Nations community members, children and young people and people with disabilities.

To ensure the breadth of the Balranald Shire community was able to inform the 2025-2035 Community Strategic Plan a range of engagement activities were used. Designed to be inclusive and accessible these activities enabled Council to gather diverse perspectives and insights. The data collected from these activities was then meticulously analysed to inform the strategic framework. Below is a summary of the community engagement activities, including details of the locations, dates, number of participants, and Council representatives involved. The following section summarises what was heard.

One of the drawings from Euston Primary School
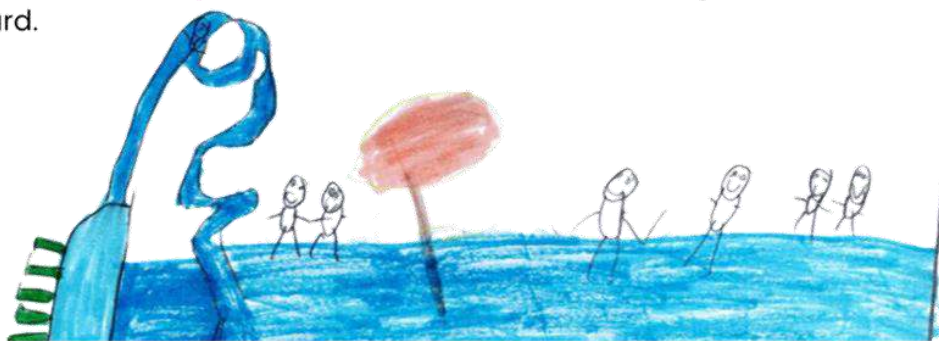
27

Community Workshops

Community workshops were set at convenient locations and times across the LGA. Each ensured full physical accessibility and were broadly advertised to encourage attendance. **In total 74 community members attended Community Workshops.**

Location and Venue	Date	Participants	Council Representatives & Councillors
Balranald, Theatre Royal	12th Nov 2024	25	3/2
Clare, Clare School	13th Nov 2024	7	3/4
Penarie, Homebush Hotel	13th Nov 2024	4	3/4
Euston, Euston Club	19th Nov 2024	17	2/4
Balranald, Theatre Royal	20th Nov 2024	16	2/4
Kyalite, Kyalite Hotel	21st Nov, 2024	5	3/3
TOTAL	**6 Events**	**74**	**4/8**

Specialist Community Workshops

The Specialist Community Workshops recognised that whilst all efforts were made to ensure Community Workshops were inclusive and accessible some community members may have still experienced barriers to participation. As such Specialist Community Workshops were tailored to address the specific needs and interests of the participants, fostering a collaborative environment for sharing knowledge and experiences. In total **25 community members were connected with through Specialist Community Workshops**

Community & Location	Date	Participants	Council Representatives & Councillors
Balranald, MacKillop Community Services Workshop (disability clients), onsite at MCS Activities space	21st Nov 2024	7 (4 clients and 3 staff)	0
Balranald, Maari Ma Community Pamper Day (First Nations community), onsite at Pamper Day venue	21st Nov 2024	50+ attendees (direct contact with 18 people)	1
TOTAL	**2 Events**	**25**	**1**

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Community Surveys

A customised online Community Survey was designed and launched on the 12th November 2024. The Survey remained open for one month, closing on the 13th December 2024. The survey was written in simple English and designed to be easy to complete on a mobile phone, lap or desktop. Circulation strategies included:

- Posters with QR codes displayed in prominent locations across the Council communities (including in service waiting rooms, public notice boards, hospitality venues, Post Offices etc.),
- Letter box drop of survey flyer with QR code (27/11/2024),
- Council and Service NSW waiting areas,
- Handed out at community events including the Community and Specialist Community Workshops,
- Inclusion in school and community newsletters,
- Through school homerooms encouraging participation from Secondary School students, and
- Across social media platforms – including both Council and community moderated medias.

In total **189 Community Surveys were completed**, including three (3) hard copy surveys for which data was manually entered. According to the 2021 Census of Population and Housing there are 1,770 people aged 15 years and over living in the Balranald LGA. Based on this the **survey yielded an 11% response rate.**

School Focus Groups

School Focus Groups were held to capture the voices of younger community members. These focus groups were scheduled across all schools within the LGA to ensure a broad representation of student perspectives. The sessions were designed to be interactive and engaging, encouraging students to share their thoughts openly. Data gathered from these sessions provided valuable insights into the needs and priorities of the younger demographic within the community. In total **116 students participated School Focus Groups.**

Community & Location	Date	Participants	Cohort
Clare, Clare School	13th Nov 2024	6	All Students
Euston, Euston Primary School	19th Nov 2024	44	Years 3-6
Balranald, Balranald Central School	19th Nov 2024	25	Years 1-2 (Cnr Linnett)
Balranald, Balranald Central School	20th Nov 2024	28	Years 5-6
Balranald, St Joseph's Parish School	20th Nov, 2024	13	Years 5-6
TOTAL	**5 Events**	**116**	

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School Drawing Exercise

Like the School Focus Groups, the School Drawing Exercise was designed to ensure our youngest community members had a voice in sharing with us what they love about where they live. All Kindergarten to Grade 6 students across our four primary schools were invited to participate. Some of the student drawings are shown throughout this report. Content was analysed into themes and is presented in the following section. In total **135 students participated in the drawing exercise.**

Community & Location	Date Collected	Number of Drawings	Cohort
Clare, Clare School	13th Nov 2024	4	K-6
Euston, Euston Primary School*	4th Dec 2024	20	
Balranald, Balranald Central School	20th Nov 2024	72	
Balranald, St Joseph's Parish School	20th Nov, 2024	39	k-6
TOTAL	**5 Events**	**135**	

*Reply paid envelope left to facilitate easy return
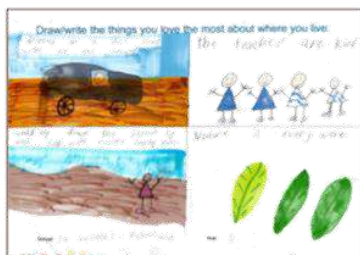
A few drawings from St Joseph's Parish School

Early Community Engagement

Engagement occurring specifically for the Community Strategic Plan was further extended through the review of engagement that had occurred over the past 12 months across the Balranald Shire area. This included engagement for the development of the Balranald Shire Council Economic Development Strategy and BSC Destination Management Plan. Both engagement efforts heard from community members, businesses, industry and government representatives – including local, state and federal levels.

Balranald Shire Economic Strategy

Community, Business and Industry engagement to inform the Balranald Shire Council's Economic Development Strategy occurred between January – April 2024 and relied on multiple engagement strategies. Combined (not including participation in key events, item four below) engagement to inform that **Balranald Shire Council's Economic Development Strategy heard the voices of 210 community, business and industry representatives.**

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Business & Industry engagement involved four key strategies:

1. An online Business and Industry survey (34 respondents),

2. Phone based interviews with key business and industry leaders across the LGA and those with overarching relevance (nine participants),

3. Two focus groups with key Balranald Shire Council Advisory Committees – Growing Business Industry and Tourism (GBITAC) and Euston Progressive Advisory Committee (EPAC) (totalling 20 participants), and

4. Participation in key community events such as the Euston Economic Development Forum (March 2023), Balranald Business Dinner (Balranald, October 2023), Swan Hill Rural City Council's Housing Summit (November 2023), Tri-State Workforce Forum (Euston, December 2023), and RDA Murray's Buronga Business Breakfast and Murray-Darling Interstate Regional Development Stakeholder Consultation (both Buronga, April 2024).

Community engagement involved tow key strategies:

1. An online and hard copy community survey (134 responses), and

2. Phone based interviews with key community and Council leadership including Traditional Owners (8) and overarching government representatives (5) (totalling 13 interviews).

Two questions from the Balranald Shire's Economic Development Strategy (2024) online survey were especially relevant to the Community Strategic Plan, so much so that they were asked again throughout the Community Strategic Plan community consultation to further build community voice and Council's deep understanding of our community's needs. These questions were:

- **What do you value most about where you live? A multiple response question which asked respondents to rate the options according to their top three values from a list of possible options, and**

- **What is your VISION for your Council area (what will it have, look and feel like)? An open response question which was analysed for response themes and presented according to key themes.**

Because of their significance the results for these two questions from the Economic Development Strategy (2024) online survey are shown alongside the Community Strategic Plan online survey for the same questions.

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Balranald Shire Destination Management Plan

Community, Business and Industry engagement to inform Balranald Shire Council's Destination Management Plan 2025 - 2030 occurred between August - October 2024. Consultation workshops focused on key stakeholder groups with the Balranald Shire which included business owners, industry, art and cultural committees, Traditional Owners, Euston Progressive Advisory Committee, the Growing, Business, Industry & Tourism Advisory Committee and regional tourism agencies. Combined there were **60 voices that informed Council's Destination Management Plan.**

Information was also sourced from two regional Destination Management Plans and other regional tourism databases and research data.

Participants in the Destination Management Planning workshops were asked to provide **input and ideas** on the following:

- "What is your vision for tourism in Balranald Shire in 5 years time, what would it look like?"

- "What new tourism related infrastructure would you like to see developed?"

- "What current tourism related assets and attractions would you like to see enhanced?"

- "Provide ideas for events that promote the uniqueness of our shire and will help attract visitors"

- "Provide ideas for the development of immersive/engaging/packaged experiences to attract visitors to our shire."

- "Provide ideas and suggestions on how we can build tourism capacity within the shire"

- "How can local businesses work together with the support of Council to drive traffic/enquiries to local businesses?"

Taken together these multiple plans, tools and strategies ensured the capture of comprehensive community voice to inform and develop the BSC 2025-2035 Community Strategic Plan.

Two of the drawings from Clare Primary School

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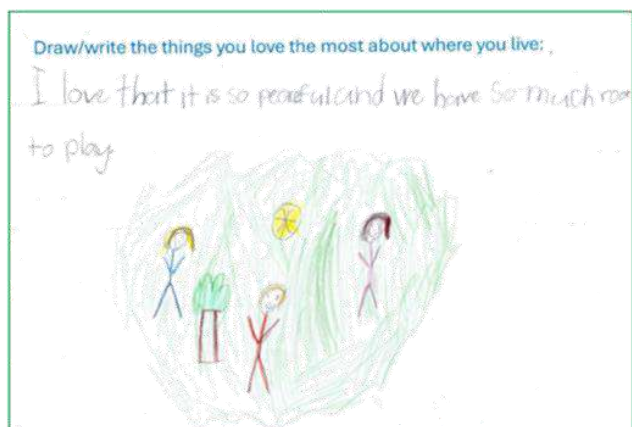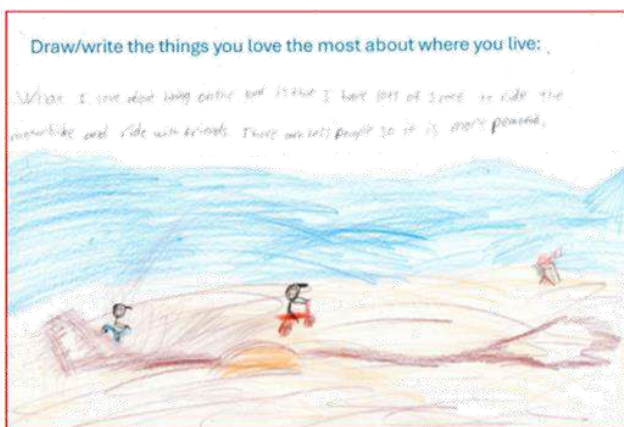
⋙ OUR COMMUNITY'S STRATEGIC PLAN

Our Vision & Pillars

TOWARDS 2035 - Community Strategic Plan outlines what we need to do to realise our Vision:

> ❝
> In Balranald Shire we grow and develop our lifestyle, our services, our businesses, our infrastructure, our natural environment and our Council to support a thriving, resilient and engaged community.
> ❞

This Plan focuses on **Six Pillars - Our Lifestyle; Our Community; Our Economy; Our Infrastructure; Our Environment; and Our Council** – in setting the direction for and delivering our Vision. These Pillars are the main, high-level intentions that underpin our day-to-day activities.

Our Pillars are unchanged from our previous Community Strategic Plan because the voice of our community showed they continue to underpin what we need to do together to create and shape the future of the Balranald Shire.

How to read the Community Strategic Plan

The achievement of our community's Vision is directed by our Six Pillars - Our Lifestyle; Our Community; Our Economy; Our Infrastructure; Our Environment; and Our Council – each Pillar has several Objectives and each Objective holds a number of Strategies.

Objectives: objectives are broad directional statements describing the community's aspirations for their future. Some Objectives have been updated or amended since the previous Community Strategic Plan to reflect evolving community needs and hopes.

Strategies: each Objective has supporting Strategies to achieve the Objective that guide the focus areas for specific Operational Actions.

The **Delivery Program** adds further detail to the Community Strategic Plan's Strategies by adding Operational Actions, Internal Responsibility, External Partners and Links, Targets and Measures and an outline of Current Efforts (in terms of expenditure and projects) and Budget. The image (Figure 2.) on the next page shows the interrelation ships between the three levels of planning – the Community Strategic Plan, Delivery Program and Operational Plan.

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Figure 2.

Community Strategic Plan

Delivery Plan

Operational Plan

Directions

Strategies

Actions

Resources
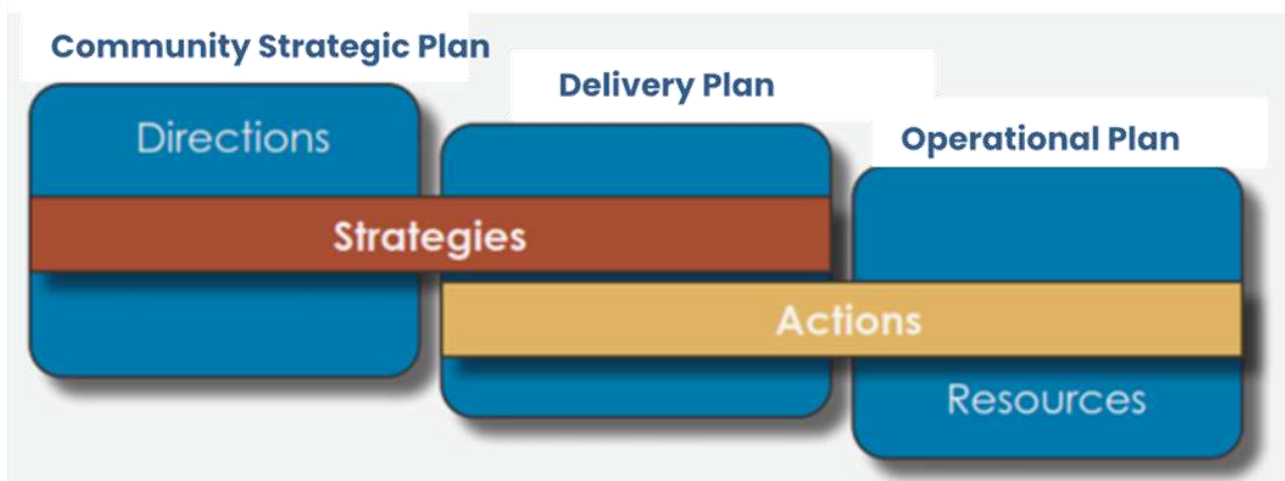
Interrelationships between the 3 levels of planning

To support easy reading each Pillar has an **icon** and a **colour code** (shown below). Objectives and Strategies related to that Pillar are shown in the same colour code

PILLAR 1
Our Lifestyle

PILLAR 2
Our Community

PILLAR 3
Our Economy

PILLAR 4
Our Infrastructure

PILLAR 5
Our Environment

PILLAR 6
Our Council

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TOWARDS 2035 - Our Objectives and Strategies

The achievement of our community's Vision is directed by **Six Pillars - Our Lifestyle; Our Community; Our Economy; Our Infrastructure; Our Environment; and Our Council** – each Pillar has several Objectives and each Objective holds a number of Strategies.

These three levels – Pillar, Objective, Strategy - are shown below. The Delivery Program refines these further offering Actions, Timeframes, Responsible Parties and so on.

**PILLAR 1
Our Lifestyle**

This Pillar recognises the importance of encouraging and enabling those qualities our residents value as a 'way of life'– all of which contribute to making our municipality a desirable place to live, work and play – a place of choice.

Our residents value healthy and connected lifestyles with a strong sense of identity, place and pride. They value peaceful, clean and (increasingly) affordable lifestyles and the key physical attributes - including location, weather and the natural environment - which facilitate these lifestyles. This can be upheld and enhanced by protecting and improving highly valued assets, experiences, conditions and community beliefs; and by enabling active community participation through safe, welcoming and accessible facilities and inclusive services that cater to all residents. The beauty and cleanliness of communities was central to lifestyle satisfaction.

The community survey for the Community Strategic Plan asked participants What do you value most about where you live? From 11 options the third through to the seventh most selected options reflected the Pillar of Our Lifestyle. This included: Healthy environment (37.7%), Access to education (preschool and school) (33.8%), Affordability / cost of living (33.1%), Access to health and wellbeing services (including Mental Health) (32.5%), and Recreational / sporting opportunities (31.8%).

Question 9 of the community survey asked participants How would you rate the level of these services across the Balranald Shire? specific to seventeen discrete areas. Significantly, Mental health care was THE MOST POORLY RATED SERVICE both across the entire Balranald Shire area and also at the individual community levels (i.e. for Balranald, Euston and Rural Surrounds).

Question 10 of the community survey asked What do you think is the main challenge facing your community? This was an open response question with responses themed to categories. The most mentioned category was for Consistent, quality health care across the ages (including physical and mental health care, early intervention, allied health and chronic health care) yielding 32 individual mentions. Within the same question Community cleanliness / appearance / attractions, including first impressions for travellers yielded 12 mentions, and Lack of Childcare and After School Care and Cost of Living a further nine mentions each.

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Question 11 of the community survey asked What is your VISION for your Council area (what will it have, look and feel like)? This was an open response question with responses themed to categories. The most mentioned category was for Inclusive, safe and affordable events, activities and spaces for our communities to come together (especially for families, children and young people) yielding 26 mentions. The second most mentioned category was for Health, wellbeing and safety services meet the needs of the communities) with 22 mentions. The fourth most mentioned category was Beautify and maintain our communities (19 mentions), with two of these mentions specific to improved shade and (at least) four mentions identified as specific to Euston.

Finally, **Question 12** asked respondents What is one thing you would like to see happen / achieved in your community within the next ten years? Responses were themed to categories, with the most AND second most mentioned categories relevant to the Our Lifestyle Pillar - A connected and active community with social, recreational and exercise infrastructure and opportunities for ALL ages, especially for families, children and young people (32 mentions) and High-standard and consistent delivery of health and wellbeing services to meet the breadth of our communities' needs (23 mentions). Also prevalent was Well-planned and maintained beautification of communities (17 mentions) and Childcare (and preschool) availability to a scale and quality that meets the community's needs (6 mentions).

Through six community workshops and two specialist community workshops our communities also shared their voices. Lifestyle (including location and weather) was frequently noted as a GREAT thing about where you live. Similarly, a frequently noted CHALLENGE was around the loss of services, loss of funding, and inconsistency of services especially related to health, mental health and childcare. Community members were also concerned about access to sustained and to scale services to enable community members to age well locally and to enable children and youth to be active and engaged locally. Care and support across the generations was a central theme.

When asked about their VISION participants noted: Our communities have high levels of 'Liveability' – we are welcoming and connected communities with strong ethics and values, a thriving and culturally diverse population and intergenerational support and connection. There is widespread access to child, family and whole-of-community spaces, places and precincts (such as pools, parks, libraries and centres / hub that bring multiple assets together), and sporting and recreational areas to encourage active and connected lifestyles. There are services to meet the needs of our community across the life span from the early years to ageing – including childcare, preschool, youth supports, education, health care across the ages and aged care and support.

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PILLAR 1: OUR LIFESTYLE

OBJECTIVES	STRATEGIES
Objective 1.1 Create and maintain beautiful, safe, welcoming and accessible community spaces that enhance healthy living, active lifestyles and connection	**Strategy 1.1.1** Invest in place-making, streetscape and resident (prospective resident and visitor) amenity improvements (EDS, Action 3.4.2); **Strategy 1.1.2** Continue to maintain and, where feasible, extend public places and spaces that support community to come together and participate in healthy, active and connected ways (including community halls, parks, playgrounds, recreative reserves, green spaces, and access to nature); **Strategy 1.1.3** Increase physical and social infrastructure to provide accessible, meaningful and safe ways for people of all abilities to participate in and contribute to our communities; **Strategy 1.1.4** Understand the precursors to poor community safety and respond proactively for lasting resolution and all of community wellbeing;
Objective 1.2 Create events and platforms that celebrate our unique communities and entire municipality, building on pride and sense of place	**Strategy 1.2.1** Work with our communities to clearly identify and understand our unique attributes and their alignment across the region; **Strategy 1.2.2** Partner to enhance existing and develop new events and platforms that celebrate our communities, building on pride and sense of place;
Objective 1.3 Improve local access to essential health and wellbeing services and programs - enabling residents to live, evolve and age well in our communities	**Strategy 1.3.1** Collaborate with key Council committees and external networks to comprehensively understand our strengths and challenges in service access and delivery; **Strategy 1.3.2** Advocate across all levels to achieve local level service access and delivery which reflects the needs of all members of our communities and upholds their rights respective to their regional and urban counterparts; **Strategy 1.3.3** Council actively pursues funding streams enabling Council to provide health and wellbeing services identified as enduring service gaps in our communities (mental health is identified as the critical initial focus); **Strategy 1.3.4** Recognise and support the critical role of volunteer groups, events and activities in supporting community health and wellbeing including through connection, sport, art and culture;
Objective 1.4 Protect those lifestyle attributes our communities value – upholding community principles to balance and guide growth and development	**Strategy 1.4.1** Council understands and upholds our communities' preferences regarding balanced growth and development, protecting our high value lifestyle attributes;

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PILLAR 2
Our Community

This Pillar reflects the importance of sustaining and nurturing our communities as resilient, resourceful, safe and inclusive. We are both communities of place and communities of interest. This means we gather BOTH because of where we live AND who we are. We are diverse, creative and vibrant. We are leaders, volunteers, families and friends. We are proud of, and want to celebrate, our deep and diverse culture and heritage.

Our community wants to feel safe and supported, to live in a municipality that is relaxed, where we have opportunities to get to know our neighbours, where people are happy and friendly and where the needs of all residents, from the young to the old, and those with disabilities are treated with equity and fairness. We want to stand beside our First Nations community members, prioritising Reconciliation and a strong future for all. We uphold and protect the rights of ALL community members.

The community survey for the Community Strategic Plan asked participants What do you value most about where you live? From 11 options the two most selected options reflected the Pillar of Our Community - Small community atmosphere (quiet, safe, friendly) (64.2%), and Family and friends (61.6% of respondents).

Question 11 of the community survey asked What is your VISION for your Council area (what will it have, look and feel like)? This was an open response question with responses themed to categories. The third most mentioned categories were for Thriving, resilient populations, communities and volunteers; Existing and emerging industries are committed to our community's wellbeing and A safe and inclusive community and environment for all residents, free of crime / violence / degradation both yielded 20 mentions and A compassionate, safe welcoming and inclusive community (six mentions) and Systems to support community voice sharing and our volunteers (five mentions).

Through six community workshops and two specialist community workshops our communities also clearly shared their voices. Community members, the people, safety; and our history including First nations and early settlers; and sporting and volunteer groups were frequently noted as GREAT things about where you live. Similarly, a frequently noted CHALLENGE was around volunteer numbers and volunteer burnout, and the decline of some community groups and, for some, concerns about community safety, inclusion and well-being.

When asked about their VISION participants noted: Our volunteers are protected and supported, with consideration given to a Volunteer Coordinator role; and Our communities are welcoming, cared for, accessible and attractive to both locals and visitors. This includes footpaths, entrances and signage / information boards.

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PILLAR 2: OUR COMMUNITY

OBJECTIVES	STRATEGIES
Objective 2.1 Support our existing leaders and volunteers and grow our activism skills	**Strategy 2.1.1** Create a Volunteer Coordinator role within Council to offer practical, secretariat, and capacity building support to our volunteer groups;
	Strategy 2.1.2 Work with local schools and key organisations to develop and deliver a Volunteer Mentoring program;
	Strategy 2.1.3 Work with employment services and key organisations to engage and support un- and under-employed community members in volunteering roles;
	Strategy 2.1.4 We celebrate our community leaders, promoting their achievements at all levels. We create a culture that values and respects community leadership (EDS, Action 5.1.4);
Objective 2.2 Nurture and support our families to thrive as the primary place of care and first educators of their children	**Strategy 2.2.1** Understand and advocate for the needs of all our families, so parents are connected and supported and children are safe and thriving;
	Strategy 2.2.2 Our early years and early intervention services meet the needs of our children and families through a blend of delivery models;
	Strategy 2.2.3 Across our municipality Early Childhood Education and Care services (childcare and preschool) are available at the required scale and highest levels of quality; and after school care
Objective 2.3 We uphold the rights of all residents including those with a disability and/or experiencing under-resourcing	**Strategy 2.3.1** Research and implement a comprehensive Disability Inclusion Action Plan to meet the needs of all community members;
	Strategy 2.3.2 Advocate for and uphold the rights of all community members, with a focus on those with a disability or experiencing under-resourcing, ensuring all community members have equitable access to opportunities to participate, contribute and thrive;
Objective 2.4 Understand, share and showcase local culture and heritage. Achieve meaningful, empowering Reconciliation across our municipality	**Strategy 2.4.1** A Reconciliation Action Plan is researched and developed locally, creating a central platform for healing and from which to move forwards (EDS, Action 5.1.1);
	Strategy 2.4.2 Council forms a First Nations Advisory Group of Council to guide decision making and work (EDS, Action 5.1.2);
	Strategy 2.4.3 Our cultural and heritage assets are mapped, their significance recorded and protected (EDS, Action 4.1.2);
	Strategy 2.4.4 Traditional owners are supported to lead and manage access to sites of cultural significance in a manner that protects the site and their ongoing connection to that site (EDS, Action 4.1.3);
	Strategy 2.4.5 Work with Traditional Owners and key stakeholders to enable the international significance of Mungo. Ensure the benefits of this accrue firstly to Traditional Owners, encouraging their ownership of, and employment in, these tourism assets. Support the Mungo experience as a platform for National reconciliation (EDS, Action 4.2.2)

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**PILLAR 3
Our Economy**

This Pillar focuses on providing our community members with a range of positive opportunities for working, studying, owning, and investing. It includes thoughtfully diversifying our economy by targeting emerging and complimentary industries alongside protecting and strengthening our engine industries. The visitor economy is recognised as central – with our communities noting that many amenities that make communities a great place to live also make it a great place to visit.

Our community members told us they want a prosperous, resilient and diverse local economy that provides a range of jobs and opportunities for people of all ages – especially our young people - and a vibrant retail and hospitality sector. We want to attract innovative and progressive businesses that will ensure our communities continue to thrive and prosper. We recognise the challenge of workforce shortages and will focus on both growing our own workforce and attracting workforce to our communities to settle. We must champion local businesses, innovation, and technology and manage growth and development in line with the lifestyle priorities of our residents.

The community survey for the Community Strategic Plan asked participants What do you value most about where you live? From 11 options the eighth to 11th most selected options reflected the Pillar of Our Economy. This included: Thriving local businesses / industries (26.5%), Job opportunities (26.5%), Retail services (including eateries) (22.5%), and Access to education (post school) for young people and adults (15.9%).

Question 9 of the community survey asked participants How would you rate the level of these services across the Balranald Shire? specific to seventeen discrete areas. Significantly, Education – post school (young people, adults): was THE SECOND MOST POORLY RATED SERVICE across the Balranald Shire area. Across the entire LGA and at individual community levels (i.e. for Balranald, Euston and Rural Surrounds) Employment support services and Economic Development and Business supports / services consistently scored a weighted average of below 3 (where a score of 5 reflects a consistent rating of Very Good).

Question 10 of the community survey asked What do you think is the main challenge facing your community? This was an open response question with responses themed to categories. The third most mentioned category was for Employment / career development opportunities, especially for young people yielding 17 individual mentions. Within the same question Lack / loss / viability of local businesses yielded a further eight mentions, Workforce shortages a further six mentions and Access to high quality education services – post school for young people and adults five mentions. Combined these demonstrate the significance of economic growth and sustainability for our communities.

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Question 11 of the community survey asked What is your VISION for your Council area (what will it have, look and feel like)? This was an open response question with responses themed to categories. The equal third most mentioned category was for A thriving tourism sector yielding 20 mentions. Other response categories also indicated the significance of the Pillar of Our Economy to our communities including: Education and employment opportunities and services to support people in improving their life chances (11 mentions), High quality and accessible education across the ages (eight mentions), Employment growth and Thriving businesses and retail sector (seven mentions each).

Finally, **Question 12 asked respondents** What is one thing you would like to see happen / achieved in your community within the next ten years? Responses were themed to categories, with categories relevant to the Our Economy Pillar including A thriving and more comprehensive retail sector and Tourism – improved advertising, signage and assets to attract and retain visitors (11 mentions each), and As a community and Council we make wise decisions about the opportunities seize and how we grow and support our existing communities and industries / businesses (six mentions).

Through six community workshops and two specialist community workshops our communities also clearly shared their voices. Local businesses and retailers; local industries (especially agriculture, diversity or agriculture, quality of produce); and the opportunities provided by emerging industries were frequently noted as a GREAT thing about where you live. Similarly, frequently noted CHALLENGES were around Workforce shortages – across all skill sets, but especially professionals; Opportunities for locals to upskill and benefit from workforce shortages, lack of adult education opportunities locally; and Community division from emerging industries, especially renewable energy.

When asked about their VISION participants noted: Our workforce is growing – both from locals and through in-migration – to meet employers' and communities' needs. The education and up-skilling of locals was central to this – from the early years into adulthood; Our local businesses / retailers are thriving and new, complimentary businesses / retailers are attracted and maintained – we are renowned as an LGA that is 'easy to do business' in and with; The impact and benefit of emerging industries is well monitored and balanced, this includes: the establishment of a Community Foundation is for attracting, holding and distributing funding from industry and a guaranteed commitment to support local businesses and employee locals; Visitors are well catered for and informed. Overnight and multiple night stays are increased, our natural beauty, history and culture is promoted, showcased and understood; and Our agricultural industries are protected.

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PILLAR 3: OUR ECONOMY

OBJECTIVES	STRATEGIES
Objective 3.1 Existing businesses and industries are supported to benefit from economic growth (EDS, Objective 1.1)	**Strategy 3.1.1** Communications frameworks are activated to increase local awareness of economic growth opportunities with potential for local benefit (BSC Business Xchange, e-lists and information sessions) (EDS, Action 1.1.1); **Strategy 3.1.2** Understand the accreditation, licencing and procurement needs of emerging industries. Inform local industry and business and attract relevant trainings to support with accreditation/licencing (EDS, Action 1.1.2); **Strategy 3.1.3** Map local business and industry to support their full utilisation by larger emerging industries such as mining and renewables (EDS, Action 1.1.3);
Objective 3.2 The importance of the agricultural, horticultural, pastoral, livestock and aquaculture industries is protected (EDS, Objective 1.2)	**Strategy 3.2.1** Manage residential encroachment onto agricultural / horticultural land (EDS, Action 1.2.1); **Strategy 3.2.2** Consider the impact of emerging industries encroachment onto agricultural / horticultural land to food/fibre security (EDS, Action 1.2.2); **Strategy 3.2.3** Advocate to ensure the impact of the Water Buy back does not inequitably impact South West NSW. Ensure bought water is returned to the area for environmental gains (EDS, Action 1.2.3);
Objective 3.3 Emerging and prospective industries and businesses are aware of and attracted to the LGA (EDS, Objective 1.3)	**Strategy 3.3.1** A review of long-term strategic land use planning is undertaken drawing on state level expertise and local knowledge to determine placement and enable growth in residential, recreational, commercial and industrial land. This planning is long term, strategic and sustainable and considers all stakeholders. It is visionary about healthy, safe communities (EDS, Action 1.3.1); **Strategy 3.3.2** A high level LGA Prospectus is developed (with supporting promotional materials) detailing endowments and opportunities and listing the preferred investments, industries and businesses (EDS, Action 1.3.2); **Strategy 3.3.3** An Economic Development Officer/Team/ Concierge role is created and funding secured (could be shared role between neighbouring LGAs) providing a single entry and advocacy point for all Economic Development enquiries (EDS, Action 1.3.3) **Strategy 3.3.4** An inter LGA Economic Development Advisory Group is formed utilising Council and local knowledge and representation from key industries (EDS, Action 1.3.4); **Strategy 3.3.5** Preferred investment interests, businesses, industries and services are proactively sought out and welcomed (EDS, Action 1.3.5);

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OBJECTIVES	STRATEGIES
Objective 3.4 Our broad visitor economy potential is recognised, understood and enabled (EDS, Objective 1.4)	**Strategy 3.4.1** The BSC Destination Management Plan is recognised as the key visitor economy planning document to be applied in parallel to this Strategy (EDS, Action 1.4.1); **Strategy 3.4.2** Encourage visitor geographic dispersal and length of stay: • Delivering on signage recommendations from BSC Settlement Strategy for gateway, directional, interpretive and way finding signage • Developing self-drive and walking tour experiences that move visitors around the LGA (EDS, Action 1.4.2); **Strategy 3.4.3** Continue to facilitate a broadening suite of accommodation options to meet visitor demand and encourage overnight and extended stays (EDS, Action 4.4.3); **Strategy 3.4.4** Plan and provide for adequate visitor amenity at key visitor sites, including lighting, signage, public toilets, seating and shade (EDS, Action 4.4.4);
Objective 3.5 We understand local/ regional workforce training and skills gaps and actively support remediation (EDS, Objective 3.1)	**Strategy 3.5.1** Work with engine and emerging industries to clearly identify skills gaps. Focusing on the most prevalent gaps plan a skills remediation strategy which includes a plan for industry's contribution (EDS, Action 3.1.1); **Strategy 3.5.2** Council works with key community groups and the broader community to advocate for increased post school / tertiary training provision locally (EDS, Action 3.1.2); **Strategy 3.5.3** Continue engagement in cross border networks to advocate for a National accreditation and licencing system for key industries and other practical strategies to address workforce and skills shortages (EDS, Action 3.1.3);
Objective 3.6 Create the conditions for and actively support population and skills attraction (EDS, Objective 3.4)	**Strategy 3.6.1** Support initiatives that promote and/or provide incentives for population migration to the Shire and the region (EDS, Action 3.4.1) **Strategy 3.6.2** Activate opportunity to the Designated Area Migration Agreement (DAMA) initiative within the RDA Murray region (EDS, Action 3.4.3) **Strategy 3.6.3** Investigate local solutions to workforce gaps by exploring more flexible working arrangements, workforce sharing and role sharing models (EDS, Action 3.4.4);

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PILLAR 4
Our Infrastructure

This Pillar directs the timely, sustainable and well-planned development and maintenance of fit for purpose community infrastructure – including roads, footpaths, utilities (water, waste and power), telecommunications and technologies, and public buildings. This Pillar also guides and enables private infrastructure investments across our communities, particularly in housing and economic infrastructure.

Informed and highly skilled community planning is paramount to this and wherever local knowledge is not available it should be outsourced. Excellent community planning ensures our community members can move about safely, come together easily and live in ways that build positive lifestyles whilst protecting the environment and growing the economy. Quality planning ensures we are a well-designed region that includes a variety of housing types, densities, locations and price points with the services, utilities and spaces to compliment.

The community survey for the Community Strategic Plan asked participants How would you rate the overall quality of infrastructure across Balranald Shire? specific to seven discrete areas (Road networks, Water and sewer supply, Waste disposal, Footpaths, Parks and playgrounds, Sport and recreation facilities, and Shared public spaces). Respondents were asked to select the response most accurate for them along the scale from Very Poor, Poor, Average, Good or Very Good. Weighted average results (where the higher reflects a more positive rating) demonstrate community assessments.

Of significance across the entire LGA the most positively rated infrastructure item was Sport and recreation facilities and the least positively rated were the Road networks. For the Balranald community the most positively rated infrastructure item was Sport and recreation facilities and the least positively rated were Footpaths. Across the Euston community the most positively rated infrastructure item was Waste disposal and the least positively rated were Shared public spaces. Amongst all infrastructure items the Euston community had the highest number with a weighted average of LESS THAN three. Across the Rural Surrounds communities the most positively rated infrastructure item was Shared public spaces and the least positively rated were Road networks.

The value of public spaces for our communities is, for the most, part positively reflected in assessments of accompanying infrastructure – with the exception of Euston. This highlights Euston as a priority for investments in and improvements to Shared public spaces. Investment in Road networks continues to be an infrastructure priority right across the LGA.

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Question 9 of the community survey asked participants How would you rate the level of these services across the Balranald Shire? specific to seventeen discrete areas. Affordable housing was the most poorly rated service (second to Mental Health Care) for the entire LGA. Public / Community Transport, Affordable housing and Telecommunications also all rated poorly at both the LGA level and within communities with a weighted average of below 3 (where a score of 5 reflects a consistent rating of Very Good). The expectation from our communities for quality and accessible Affordable housing and Telecommunications when set against these poor ratings shows a specific performance gap.

Question 10 of the community survey asked What do you think is the main challenge facing your community? This was an open response question with responses themed to categories. The second most mentioned category was for Housing supply and affordability yielding 20 individual mentions. Within the same question Road conditions yielded a further six mentions.

Question 11 of the community survey asked What is your VISION for your Council area (what will it have, look and feel like)? This was an open response question with responses themed to categories. Several response categories were relevant to the Pillar of Our Infrastructure – indicating its importance to our communities. A safe, well-maintained road network yielded 13 discrete mentions, Community infrastructure (buildings, footpaths, services including town water) is well maintained and meets community's needs (11 mentions), Equity of spread of community development and infrastructure (8 mentions), and Comprehensive and consistent / reliable telecommunications (5 mentions).

Finally, **Question 12 asked respondents** What is one thing you would like to see happen / achieved in your community within the next ten years? Responses were themed to categories, with the fourth most mentioned category relevant to the Our Infrastructure Pillar - Safe, well-maintained roads and improved transport safety (including truck bypasses and parking bays) (17 mentions), More housing to meet the diverse needs of the community and required workforce, new housing estates opened up (12 mentions) and An extended network of footpaths, safe and well-maintained (6 mentions).

Through six community workshops and two specialist community workshops our communities also shared their voices. Community and Council assets and infrastructure was frequently noted as a GREAT thing about where you live. Within the Pillar of Our Infrastructure there were multiple frequently noted CHALLENGES including: Housing shortages; Achieving well-considered and sustainable town planning across all our communities; Road maintenance; The cost of ongoing beautification, town and community maintenance, effective and comprehensive signage; Reliability of power supplies, especially for rural communities; Reliability of telecommunications, especially when travelling; Improving waste management and recycling services; and the implementation of a Logical and sustainable community / rural addressing model.

When asked about their VISION participants noted: Our local roads are well maintained and provide safe passage, we advocate for State and Federal highways that are fit for purpose and that both encourage economic benefits whilst protecting the safety of pedestrians; and there is improved reliability and universal access to utilities such as power, telecommunications and water.

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PILLAR 4: OUR INFRASTRUCTURE

OBJECTIVES	STRATEGIES
Objective 4.1 Our amenity infrastructure enables active, inclusive, enjoyable, sustainable and safe lifestyles	**Strategy 4.1.1** Council comprehensively reviews all Council owned infrastructure, ensuring clear planning for each infrastructure item in line (as far as is practical) with the needs and expectations of communities; **Strategy 4.1.2** Continue to develop comprehensive and accessible active transport options throughout our communities including footpath networks and walking trails; **Strategy 4.1.3** Water treatment, supply and pressure systems meet the needs of current and future generations; **Strategy 4.1.4** Rural addressing is reviewed in line with current best practice to meet the needs of our rural communities particularly in reference to emergency and communications services;
Objective 4.2 Greater diversity in, and availability of, housing stock with utilities and amenity assets to support (EDS, Objective 2.1)	**Strategy 4.2.1** Suitable land for new builds is identified and promoted including through infill of vacant land within communities and through new residential estates (EDS, Action 2.1.1); **Strategy 4.2.2** Housing investment is encouraged through the promotion of available land, the development of clear planning information resources and sessions and a streamlined planning and development application process (EDS, Action 2.1.2); **Strategy 4.2.3** Explore the contribution of industry to housing solutions through legacy / social licence (EDS, Action 2.1.6);
Objective 4.3 Physical and digital connectively enables full use of the LGA's potential – both human and natural (EDS, Objective 2.2)	**Strategy 4.3.1** Council continues to advocate at appropriate governmental levels for high standard road infrastructure, including vigilance in identifying, accessing and utilising available funding streams (EDS, Action 2.2.1); **Strategy 4.3.2** Council networks with peer LGAs in their experience of large industry co-contributions to infrastructure such as roads, ensuring the support received locally reflects costs of use and maintenance (EDS, Action 2.2.2); **Strategy 4.3.3** Council continues to advocate at appropriate governmental levels for high standard technical connectivity infrastructure (EDS, Action 2.2.3);

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**PILLAR 5
Our Environment**

This Pillar ensures that the unique natural aspects of our community are preserved while recognising the need for growth and development. We want our built environment to meet our needs but not at the expense of our natural environment or the people who live and work here.

The community was consistent in its desire to be more sustainable by reducing waste and protecting our natural resources. Our community members understood the significance of renewable energy infrastructure (and mineral sands mining) in contributing to national commitments but were also clear in their desire to minimise negative environmental impacts.

Ultimately, our community members sought to support a healthy natural environment that is resilient to the impacts of climate change and natural hazards and finds a balance between growth and development and preserving what people love so much about living in the Balranald Shire. Especially important was the health of our rivers, creeks and lakes and the protection of our cultural artefacts.

The community survey for the Community Strategic Plan asked participants What do you value most about where you live? From 11 options the third most selected option reflected the Pillar of Our Environment noting a Healthy environment (37.7% respondents).

Question 11 of the community survey asked What is your VISION for your Council area (what will it have, look and feel like)? This was an open response question with responses themed to categories. Healthy rivers that are protected and enjoyed received 6 mentions.

Through six community workshops and two specialist community workshops our communities also shared their voices. The natural environment was frequently noted as a GREAT thing about where you live. When asked about their VISION participants noted: Our rivers are healthy and are utilised for economic and recreational benefits in a sustainable way.

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PILLAR 5: OUR ENVIRONMENT

OBJECTIVES	STRATEGIES
Objective 5.1 Our unique local environment including our waterways, flora and fauna are protected, celebrated and promoted	**Strategy 5.1.1** We work in harmony with our landscapes, waterways, flora and fauna to balance our commercial and recreational use of these systems with their preservation and enhancement;
	Strategy 5.1.2 Our system of rivers, lakes, wetlands and landscapes are protected including the monitoring of loss of water from the region, ecosystem and water health and the impact of industry including visual and physical impacts (EDS Action 4.1.1);
	Strategy 5.1.3 The World Heritage listed Mungo National Park and Ramsar wetlands are understood locally and carefully promoted for sustainable access and enjoyment. Traditional owners are central to, and primary beneficiaries of, this access and enjoyment;
Objective 5.2 We work as a LGA to remedy past environmental damage and to prevent further and future damages	**Strategy 5.2.1** We support our communities and industries to be proactive and creative in reducing carbon emissions;
	Strategy 5.2.2 We support our community - through education, infrastructure and programs – to safeguard our natural environments and make meaningful and lasting changes;
	Strategy 5.2.3 We continually explore opportunities for circular economies, including the recycling of common waste and by-product materials and use of recycled materials;
	Strategy 5.2.4 We strive for residential waste recycling models which are comprehensive, user friendly and financially sustainable

What I like about balranald is the river because it is fun to play in
Draw/write the things you love the most about where you live: .

One of the drawings from Balranald Central School

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PILLAR 6
Our Council

This Pillar upholds the community's expectations of good governance, engaged and ethical leadership, a skilled and effective workforce, and operational transparency and accountability.

Our community members told us they want to have confidence and trust in their elected representatives and a genuine partnership with Council where their voices are heard, opinions respected and Council consistently acts in the best interests of the entire municipality. Our community wants resources to be used efficiently and responsibly within a Council that acts locally but leverages effectively and collaboratively with other levels of government, private sector organisations and community groups to drive economic and social prosperity.

Question 10 of the community survey asked What do you think is the main challenge facing your community? This was an open response question with responses themed to categories. The fifth most mentioned category was for Local government professionalism, consistency, understanding of communities yielding 11 individual mentions.

Question 11 of the community survey asked What is your VISION for your Council area (what will it have, look and feel like)? This was an open response question with responses themed to categories. The second most mentioned category was for Strong local government leadership with effective management, skilled workforce and ongoing community engagement and input in decision making (including maintaining Council's Advisory Committees) yielding 22 mentions.

Finally, **Question 12 asked respondents** What is one thing you would like to see happen / achieved in your community within the next ten years? Responses were themed to categories, with the third most mentioned category relevant to the Our Council Pillar – Local Government is strong, high functioning and representative, it enables well planned community growth and business / industry attraction. It facilitates benefits from emerging industries. Our communities are united (18 mentions).

Through six community workshops and two specialist community workshops our communities also shared their voices. Newly elected Councillors were noted as a GREAT thing about where you live. Within the Pillar of Our Council the following CHALLENGE was noted: Ensuring consistent, effective and timely communications from Council.

When asked about their VISION participants noted: Our Council is strategic, skilled and sustainable, they communicate and listen, and are equitable, transparent and honest; Our Council and community advocates in informed and powerful ways to ensure our needs are met; and Our communities are growing in a way that is valued / prioritised by locals. Growth is well planned and enabled through Local Government mechanisms including land rezoning to support housing and industrial estate developments, a Housing Strategy is developed to inform decisions and a prospectus for investors.

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PILLAR 6: OUR COUNCIL

OBJECTIVES	STRATEGIES
Objective 6.1 We grow our Council workforce – skilling locals and encouraging career progression (EDS, Objective 5.4)	**Strategy 6.1.1** Council adopts a leadership role in promoting local government as a career path, highlighting high demand fields (EDS, Action 5.4.1);
	Strategy 6.1.2 Council strengthens its trainee and apprenticeship program by including work experience or other industry placements (EDS, Action 5.4.2);
	Strategy 6.1.3 Council has a philosophy of continuous professional development, encouraging all staff to set and fulfil professional goals and supporting, where reasonable, the cost of trainings in this space (EDS, Action 5.4.3);
	Strategy 6.1.3 Council has a philosophy of continuous professional development, encouraging all staff to set and fulfil professional goals and supporting, where reasonable, the cost of trainings in this space (EDS, Action 5.4.3);
Objective 6.2 Our whole community has a voice in local governance and leadership, our elected representatives are skilled and supported	**Strategy 6.2.1** We recognise a strong Local Government needs skilled elected representatives and so invest in our Councillors with training, experiences and support mechanisms (EDS, Action 5.1.3);
	Strategy 6.2.2 Council creates clear and accessible two-way communication channels and governance structures between community, Council staff and elected representatives;
Objective 6.3 We seize the full opportunity and potential of legacy, making strategic long- term investments (EDS, Objective 5.3)	**Strategy 6.3.1** Council and community form a governance model to enable the collection and strategic distribution/investment of social licence/legacy payments from industry (EDS, Action 5.3.1);
	Strategy 6.3.2 BSC collaborate with neighbouring LGAs to understand the possible scale of social licence payments and develop an aligned position to guide negotiation and expectations, recognising the synergy of their opportunities and the strength in being united (EDS, Action 5.3.2);
	Strategy 6.3.3 Council and community use legacy strategically and long-term so the benefits drawn from emerging industries last beyond their lifespan within the region (EDS, Action 5.3.3);
	Strategy 6.3.4 Council leverages diverse funding and income streams to build a financially strong and sustainable future for all our communities;

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OBJECTIVES	STRATEGIES
Objective 6.4 We build partnerships to achieve equity for our region and have collective impact (EDS, Objective 5.2)	**Strategy 6.4.1** We actively seek out and nurture partnerships at all levels including with our neighbouring LGAs, Joint Organisations, Regional, State and National advocacy bodies, and political and governmental representatives (EDS, Action 5.2.1);
	Strategy 6.4.2 We continually listen to community voice and develop a short- and medium-term advocacy plan which identifies priority focus areas. Each priority area is supported with a Fact Sheet enabling all community representatives and Council Executive and elected leadership to speak with alignment and authority (EDS, Action 5.2.2);
	Strategy 6.4.3 Within our LGA we partner with key agencies and bodies including Balranald Aboriginal Lands Council, ICPA, NSW Farmers etc. We support their good governance recognising that when they are strong, we are strong (EDS, Action 5.2.3);

One of the drawings from St Joseph's Parish School

HOW OUR IP&R DOCUMENTS WORK TOGETHER

2035 Community Strategic Plan

States the community's vision, main priorities and aspirations
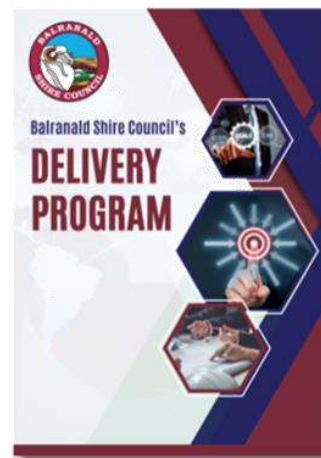
Delivery Program

Outlines the principle activities that Council will undertake over the next 4 years to address the vision and objectives of the CSP

Operational Plan

Identifies the projects. programs and actions that Council will undertake during the financial year to address the goals outlined in the Delivery Program
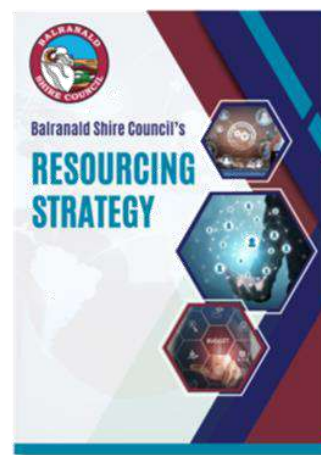
Resourcing Strategy

Demonstrates how the Delivery Program and Operational Plan will be resourced from an asset, financial and workforce perspective
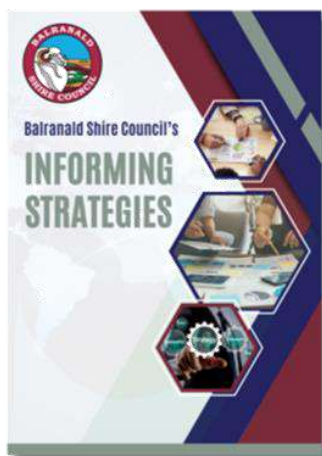
Informing Strategies

Guides the priorities and actions in the delivery program

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APPENDIX 1:

All of Community Voice – By Engagement Activity

Draw/write the things you love the most about where you live:

I enjoy riding my motorbike on all the land and through the bushs. I especially like to ride with a friend on a track that ve made.

One of the drawings from Clare Primary School

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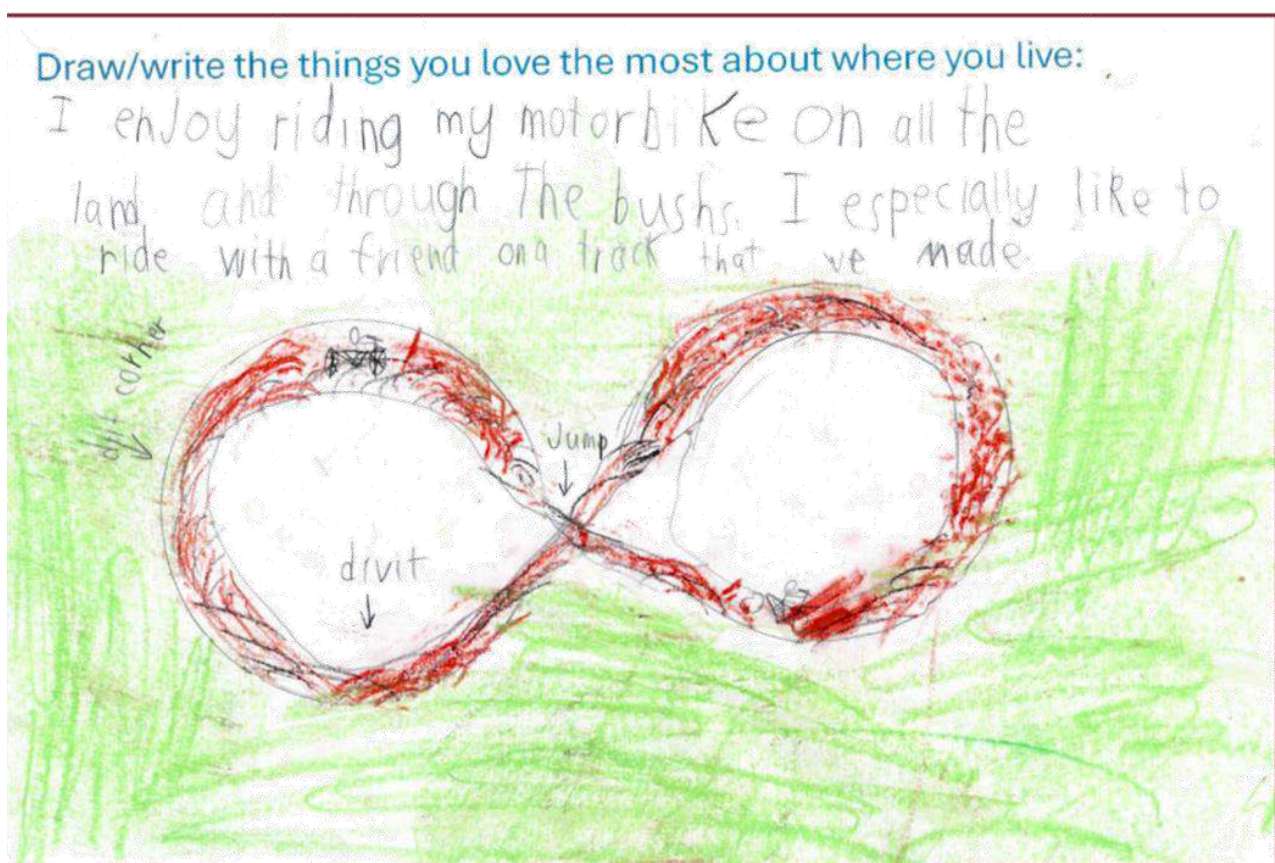
The following pages expand on the SNAPSHOT offered above

Community Workshops

In total 74 community members attended six Community Workshops held across the breadth of the Balranald Shire area between 12th – 21st November 2024. Participants in the Workshops were asked:

- What are the GREAT things about where you live?
- What are the CHALLENGES / DOWNFALLS of where you live?
- As a Community / Shire where do we want to 'be' in 10 years time? (what does a great place to live, work and play look / feel like)

Importantly, once all ideas were captured for the final question (where do we want to 'be' in 10 years time), participants were given the opportunity to 'vote' using an allocation of five 'sticky dots'. This enabled Workshop participants to prioritise their most important 'visions' for their communities and as an LGA.

Responses, by community, are provided in the full Balranald Shire Council Community Strategic Plan Community Consultation Summary. Below is a brief summary of collated themes.

In response to **What are the GREAT things about where you live?** participants consistently noted:

- Community members, the people, safety
- Lifestyle
- Location (on highways, rivers etc)
- Weather
- The natural environment, rivers, parks – great destinations
- Our history including First nations and early settlers
- Local businesses and retailers
- Local industries, especially agriculture, diversity or agriculture, quality of produce
- Newly elected Councillors
- Community and Council assets and infrastructure
- Sporting and volunteer groups
- Our schools, and some existing locally led health services and supports
- The opportunities provided by emerging industries

> *Everyone talks, it is like a big hug*

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In response to **What are the CHALLENGES about where you live?** participants consistently noted:

- Housing shortages – at all levels from transient workforce to long-term professionals
- Achieving well-considered and sustainable town planning across all our communities
- Workforce shortages – across all skill sets, but especially professionals
- Opportunities for locals to upskill and benefit from workforce shortages, lack of adult education opportunities locally
- Road maintenance for local roads, truck stops and highway safety through communities
- Volunteer numbers and volunteer burnout, decline of some community groups
- Loss of services, loss of funding, inconsistency of services, especially health and mental health related
- Sustained and to scale services to enable community members to age well locally
- Sustained and to scale services to enable children and youth to be active and engaged locally
- Childcare shortages
- Cost of living pressures, combined with isolation / distance
- Community safety, inclusion, well-being
- Cost of ongoing beautification, town and community maintenance, effective and comprehensive signage
- Ensuring consistent, effective and timely communications from Council
- Extreme weather events
- Reliability of power supplies, especially for rural communities
- Reliability of telecommunications, especially when travelling
- Improving waste management and recycling services
- Community division from emerging industries, especially renewable energy
- Funding / grant shortages, difficult current political climate to attract support, amplified by cross-border issues
- Loss of local knowledge as older community members pass away
- Logical and sustainable community / rural addressing model

In response to **As a Community / Shire where do we want to 'be' in 10 years time?** (what does a great place to live, work and play look / feel like) responses receiving votes consistently across all communities included:

- Our Council is strategic, skilled and sustainable. We communicate and listen, and are equitable, transparent and honest
- Our communities are growing in a way that is valued / prioritised by locals. Growth is well planned and enabled through Local Government mechanisms including land rezoning to support housing and industrial estate developments, a Housing Strategy to inform decisions and a prospectus for investors
- Services met the needs of our community across the life span from the early years to ageing – including childcare, preschool, youth supports, education and health care across the ages and aged care and support

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- Our communities have high levels of 'Liveability' – we are welcoming and connected communities with strong ethics and values, a thriving and culturally diverse population and intergenerational support and connection. There is widespread access to child, family ad whole-of-community spaces, places and precincts (including pools, parks, libraries and centres / hub that bring multiple assets together), including sporting and recreational areas to encourage active and connected lifestyles
- Our local roads are well maintained and provide safe passage, we advocate for State and Federal highways that are fit for purpose and that both encourage economic benefits whilst protecting the safety of pedestrians
- Our rivers are healthy and are utilised for economic and recreational benefits in a sustainable way
- Our communities are welcoming, cared for, accessible and attractive to both locals and visitors. This includes footpaths, entrances and signage / information boards
- Our workforce is growing – both from locals and through in-migration – to meet employers' and communities' needs. The education and up-skilling of locals is central to this – from the early years into adulthood
- Our local businesses / retailers are thriving and new, complimentary businesses / retailers are attracted and maintained – we are renowned as an LGA that is 'easy to do business' in and with
- The impact and benefit of emerging industries is well monitored and balanced, this includes: the establishment of a Community Foundation is for attracting, holding and distributing funding from industry; a guaranteed commitment to support local businesses and employee locals (including by offering increased roster flexibility); and revised processes to support existing FIFO staff to both volunteer locally and participate in sporting teams
- Visitors are well catered for and informed. Overnight and multiple night stays are increased, our natural beauty, history and culture is promoted, showcased and understood
- Improved reliability and universal access to utilities such as power, telecommunications and water
- Our Council and community advocates in informed and powerful ways to ensure our needs are met
- Our volunteers are protected and supported, with consideration given to a Volunteer Coordinator role
- Our agricultural industries are protected

> 66
>
> *That we are thought of first, not last – by the government*
>
> 99

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Specialist Community Workshops

In total 25 community members attended two Specialist Community Workshops – one tailored to hear from people with additional support / access needs and a second tailored to hear from our First Nations community.

The Workshop for people with additional support / access needs captured the following information:

In response to **What are the GREAT things about where you live?** participants noted: the safe, accepting and friendly community, our friends, opportunities to work and volunteer, social spaces and events (library, bingo), access to services (Hospital Gym), retail outlets and income streams (recycling bottles and cans).

In response to **What are the CHALLENGES about where you live?** participants noted: lack of required medical / wellbeing supports locally (means NDIS payments to clients gets absorbed by travel expenses resulting in less of the required servicing), finding suitable support / office spaces (adequate, accessible), lack of things to do (especially for young people), longer opening hours for local pool, lack of lighting and footpaths (for example there is no lighting outside Mandala Place units), stray animals and snakes.

> **"**
> *Not having access to these [medical, well-being] services locally has really impacted the NDIS budget of our participants because they need to be paying for travel and time for all health care visits – often Mildura or Swan Hill. Because of this some plans are actually running out*
> **"**

In response to **In 10 Years time we will (have, look like, feel like) – Our Vision?** participants noted: more things to do and events, continued funding to key community spaces such as the Balranald Library, improved road safety including pedestrian crossings and a truck bypass around Balranald, improved accessibility (through better footpaths, lighting and guttering), more community housing (need at least 2 more units at Mandala place, there is room enough for three), continued opportunities for meaningful work and volunteering (recycling shop / shelter, at the Shire, in local businesses), bottle/can collection point in Balranald.

> **"**
> *I don't like it when trucks park in the main street can't see past them to look for other cars and cross the road*
> **"**

The second tailored workshop to hear from our First Nations community focussed on sharing hard copies and links for the online survey to all attendees.

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Community Surveys

In total 189 Community Surveys were completed. The diversity of the Balranald Shire area was represented – including geographically, culturally and across the ages.

Analysis of the survey revealed the following baseline demographic information of respondents:

- 179 respondents (94.7%) lived within the Balranald Shire Council area,
- Ten respondents (5.3%) noted 'In another LGA but I work in the Balranald Shire' (2.1%) and 'In another LGA but I visit the Balranald Shire' (3.2%),
- Of the Balranald Council residents, just over half noted living in Balranald (55.0%), followed by Euston (28.6%), Clare (4.8%), Hatfield (3.7%), Oxley (1.6%) and Kyalite (1.1%),
- The majority of respondents were aged 25-34 years and 55-64 years (18.5% each), followed by 17 years or less (15.3%), 45-54 years (13.8%), 35-44 years (12.7%) and 65-74 years (11.1%),
- 25.8% (48) respondents identified as Male, and 74.2% (138 respondents) as Female. No respondents (0.0%) identified as Other,
- 93.6% of respondents (175) identified as neither Aboriginal and / or Torres Strait Islander, 4.8% of respondents identified as Aboriginal and a further 0.5% identified as Aboriginal and Torres Strait Islander – totalling 5.3% of all respondents. These proportions indicate less Aboriginal and / or Torres Strait Islander residents participated in the survey than indicated in our 2021 ABS Census data which indicates 6.4% of our population identifies as Aboriginal and/or Torres Strait Islander. However, the Census proportion includes Aboriginal and / or Torres Strait Islander children aged 14 years and under who were not respondents to the survey. Considering this the response rate to the survey from Aboriginal and / or Torres Strait Islander residents is proportionate to the population,
- 96.3% of respondents indicated they were born in Australia and 3.7% of respondents indicated they were born overseas. These proportions indicate considerably less overseas born residents participated in the survey than indicated in our 2021 ABS Census data which indicates 22.2% of our population was born overseas.

A summary of what our community told us through the Community Survey is shown on the following pages. For a full presentation of the survey results please refer to the Balranald Shire Council Community Strategic Plan Community Consultation Summary (available on request from Balranald Shire Council).

Question 6 asked What do you value most about where you live? In total 151 respondents answered this question. From most to least selected the responses were as follows:

- Small community atmosphere (quiet, safe, friendly) - (64.2%),
- Family and friends – (61.6%),
- Healthy environment – (37.7%),
- Access to education (preschool and school) – (33.8%),
- Affordability / cost of living – (33.1%),
- Access to health and wellbeing services (including Mental Health) – (32.5%),

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- Recreational / sporting opportunities – (31.8%),
- Thriving local businesses / industries – (26.5%),
- Job opportunities – (26.5%),
- Retail services (including eateries) – (22.5%),
- Access to education (post school) for young people and adults – (15.9%), and
- Other (please specify) – (7.3%).

This question was also asked through the online survey for the BSC Economic Development Strategy (with some slightly refined wording) – with similar proportional values reported - for example 'Small community atmosphere', 'Healthy environment' and 'Family' continue to be significant priorities. This consistency should remain central to guiding Council's decision-making.

- Small community atmosphere (quiet, safe, friendly) – (77.9%),
- Healthy environment – (46.8%),
- Family ties – (42.9%),
- Access to health and education services – (32.5%),
- Thriving local businesses / industries – (28.6%),
- Recreational opportunities – (24.7%),
- Job opportunities – (24.7%),
- Affordability / cost of living – (23.4%),
- Retail services (including eateries) – (16.9%), and
- Other (please specify) – (3.9%).

Question 7 asked How would you rate the quality of life in your community?
Respondents were asked to select the response most accurate for them along the scale from Very Poor, Poor, Average, Good or Very Good. Across all respondents 16.2% indicated Very Good, 47.3% indicated Good and 32.4% selected Average. In total 1.4% of respondents indicated Very Poor and 2.7% selected Poor.

Across this measure for all respondents a **weighted average of 3.74** was achieved (where the greater the weighted average, towards a maximum score of 5, the more positive the quality-of-life rating was). By community this weighted average looked slightly different - for all Euston based respondents a **weighted average of 3.50 was achieved.** Based on this rating Euston indicated the POOREST quality of life rating. For Balranald respondents a **weighted average of 3.81** was achieved and for Clare, Hatfield, Kyalite and Oxley based respondents a weighted **average of 4.00** was achieved. Based on this rating Clare, Hatfield, Kyalite and Oxley based respondents indicated the **BEST quality of life rating.**

Question 8 asked How would you rate the overall quality of infrastructure across Balranald Shire? Specific to seven discrete areas respondents were asked to select the response most accurate for them along the scale from Very Poor, Poor, Average, Good or Very Good, from these weighted averages were assigned (where the greater the weighted average, towards a maximum score of 5, the more positive the quality-of-life rating was

- Road networks: weighted average 2.85
- Water and sewer supply: weighted average 3.24

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- Road networks: weighted average 2.85
- Water and sewer supply: weighted average 3.24
- Waste disposal: weighted average 3.19
- Footpaths: weighted average 2.90
- Parks and playgrounds: weighted average 3.08
- Sport and recreation facilities: weighted average 3.38

Across the entire LGA the most positively rated infrastructure item was Sport and recreation facilities and the least positively rated were the Road networks. In the full Community Voice Report these ratings are also analysed and presented by community.

Similarly, **question 9 asked How would you rate the level of these services across the Balranald Shire?** Specific to seventeen discrete areas respondents were asked to select the response most accurate for them along the scale from Very Poor, Poor, Average, Good or Very Good, from these weighted averages were assigned:

- Childcare: 2.82
- Education – preschool: 3.21
- Education – school: 3.61
- Education – post school (young people, adults): 2.42
- Health care: 2.46
- Mental health care: 2.08
- Aged care: 3.02
- Community events and celebrations: 3.21
- Public Safety services (such as Policing): 2.61
- Emergency services: 3.39
- Employment support services: 2.55
- Economic Development and Business supports / services: 2.78
- Tourism: 3.26
- Telecommunications (phone and internet): 2.88
- Energy: 3.21
- Public / Community Transport: 2.34
- Affordable housing: 2.44

Across the entire LGA the most positively rated Services were Education – school and Emergency services and the least positively rated Services were Mental health care, Education – post school (young people, adults) and Affordable housing. In the full Community Voice Report these ratings are also analysed and presented by community.

Significantly, **Mental health care was the most poorly rated service** both across the Balranald Shire area and also within the data analysed at individual community level

In **Question 10 respondents were asked What do you think is the main challenge facing your community?** This was an open response question and prompts were intentionally not provided to ensure respondents were unbiased in their answers. Responses were coded to themes and these themes, from most to least mentioned, are shown below.

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Consistent, quality health care across the ages (including physical and mental health care, early intervention, allied health and chronic health care) (32 mentions)

> "Lack of government services such as health care. NSW Health is a farce - their focus has been on saving money NOT people. Their refusal to fund a VMO after Slava left was abhorrent. The revenue being gathered from our communities through mining alone means state government gets richer off us and gives little in return. A life in Balranald (or Euston or Kyalite or Clare) is worth no less than a life in Bondi... our State government needs reminding of that

Housing supply and affordability (20 mentions)

> Affordable housing, land to build

Employment / career development opportunities, especially for young people (17 mentions)

> Lack of opportunities to keep our kids and families in town once they've finished school

Community cleanliness / appearance / attractions, including first impressions for travellers (12 mentions)

> Our town doesn't look very inviting to travellers.

> Vandalism destroys the reputation of the town

Local government professionalism, consistency, understanding of communities (11 mentions)

> Churn of senior positions at BSC during Administration has been a problem

> No communication with the community

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Cost of living (sometimes mentioned alongside housing affordability) (9 mentions)

> " *Increased cost of living, rates, houses, food etc* "

Affordable / accessible entertainment and activities for everyone especially families, children and young people (9 mentions)

> " *Lack of things to do other than eat and drinking alcohol, need exercise equipment, a gym etc* "

Isolation including distance to key services and supports (10 mentions)

> " *Also, distance. It's a town that relies on bigger towns for services. That's not right* "

> " *Euston deserves to have services provided in town for the locals* "

Lack of Childcare and After School Care (9 mentions)

> " *The lack of meaningful response at the federal level (exacerbated by Victorian government early years policy changes) regarding the lack of childcare workforce means our children and families are suffering. How can children be school ready without preschool, how can there be gender equity without childcare* "

Lack / loss / viability of local businesses (8 mentions)

> " *Loss of small businesses like Bodinnars and others that don't grow or improve, contribute to a negative feel of decline of our town* "

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Workforce shortages (6 mentions)

> *Employment retention and affordability, staff shortages. Needs far outweigh resources available*

Road conditions (6 mentions)

> *The road's being ruined by mining trucks making roads unsafe and our stock constantly being hit*

Access to high quality education services – post school for young people and adults (5 mentions)

> *The distance between Balranald and the closest future education facility*

Balancing industry growth (mining and renewables) with positive outcomes for our communities (4 mentions)

> *Losing numbers from our footy team – ask mines to free up workforce who want to play. Make them part of the community in real ways*

> *Large industries using our resources and not giving back in a meaningful way*

Access to high quality education services – early years and school age (4 mentions)

Ageing / declining population (4 mentions)

Sustained maintenance / improvement of facilities (3 mentions)

Public transport (3 mentions)

63

Telecommunications (3 mentions)

Environmental heath / River health (3 mentions)

Equitable focus on Euston (2 mentions)

Town water quality concerns (2 mentions)

Community safety (2 mentions)

Lack / loss of volunteers (2 mentions)

In **Question 11** of the online survey respondents were asked **What is your VISION for your Council area (what will it have, look and feel like)?** This was an open response question (no prompts provided). Responses were coded to themes and these themes, from most to least mentioned, are shown below.

Inclusive, safe and affordable events, activities and spaces for our communities to come together (especially for families, children and young people) (26 mentions)

> *Youth services, activities to create inclusion and coming together for the community. Free services and access to sports and activities for the kids. Families are struggling with the cost of living therefore children are not being able to do as many things because of cost. The cost of rates at the moment is insane and unmanageable for families*

Strong local government leadership with effective management, skilled workforce and ongoing community engagement and input in decision making (including maintaining Council's Advisory Committees) (22 mentions)

> *Better communication of our council's role and future employment opportunities for a skill-based workforce, offering apprenticeships and certificated employees earning above award wages, allowing us to become self-sufficient, money saving and accountable to the rate payer*

> *An understanding Shire Council that listens to the community*

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Health, wellbeing and safety services meet the needs of the communities (22 mentions)

> *A community where everyone feels safe and happy. Where the needs of all are adequately met from birth onwards*

> *Range of age groups. Good health services. Great facilities for ageing population. Well-resourced schools, mental health services somewhere for everyone*

Thriving, resilient populations, communities and volunteers. Existing and emerging industries are committed to our community's wellbeing (20 mentions)

> *Community focus, good place to be with access to resources*

> *New housing estates for families.*

A safe and inclusive community and environment for all residents, free of crime / violence / degradation (20 mentions)

> *A safe, friendly, active, lifestyle where all ages thrive, our rivers and environment are improved, and all peoples are equal*

> *A vibrant community that is connected, inclusive, constructive and admired by outsiders*

A thriving tourism sector (20 mentions)

> *A thriving riverside community known for its sustainable agriculture, vibrant culture, and strong connection to the Murray River, where residents and visitors enjoy a high quality of life, economic opportunity, and environmental harmony*

> *Continue to promote and help local tourism to prosper*

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Beautify and maintain our communities (19 mentions), with two of these mentions specific to improved shade and (at least) four mentions specific to Euston

> *Need to be updated, empty shops, vacant old houses, need colour murals with some sort of theme like the colourful cows around Shepparton*

A safe, well-maintained road network (13 mentions)

> *Improved roads would be the first thing to work on. This would help with tourists and the local community*

Community infrastructure (buildings, footpaths, services including town water) is well maintained and meets community's needs (11 mentions)

> *"Footpaths along all streets, especially to updated sporting ground!*

Education and employment opportunities and services to support people in improving their life chances (11 mentions)

> *That everyone across our ENTIRE LGA thrives - they a safe, well and meaningfully engaged in education, work and volunteering. We are inclusive, caring, courageous and wise. We use the current industry boom to secure a great long-term future for everyone*

66

Equity of spread of community development and infrastructure (8 mentions)

> Euston is synonymous with Balranald when talking about the shire

> I would like to see a community hub established in Euston. This could be like a community hub where people and families could access services they need. It would also have space to accommodate services visiting Euston on outreach. I would love to see the park and playground equipment revitalized, for families to visit and use

Thriving businesses and retail sector (7 mentions)

> More shops! And the ones at the royal, cleaned up

> Better restaurant, eatery, café options

Comprehensive and consistent / reliable telecommunications (5 mentions)

> Better telecommunications to enable more efficient business practices and safety during an emergency

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This question - **What is your VISION for your Council area (what will it have, look and feel like)?** - was also asked through the online survey for the Economic Development Strategy (2024). Again, responses were coded to themes and these themes, from most to least mentioned, are shown below:

- Improved infrastructure and community amenities (roads, community assets such as parks, opportunities for recreation etc) (20 responses)
- Nurturing our small community 'feel' – friendly (family friendly), inclusive, caring, welcoming (17)
- Sustainable economic growth that protects natural and built resources (e.g. rivers, natural environments, roads, buildings) (13)
- Improved employment opportunities for locals – everyone who wants to work can, everyone has the chance to further upskill to improve their employment potential (11)
- Improved services (physical and mental health, education, childcare etc) (10)
- Self-governance, the return of elected representatives to Council, the centrality of community voice (10)
- Locally grown leaders and professionals who are empowered and invested in their communities (10)
- Increased – in scale and sustainability - local business and industry (7)
- Improved presentation and enjoyment of natural resources and assets (river, Mungo etc., for both locals and tourists) (7)
- Increased housing stock (improved quality, increased range / type, new residential areas to enable growth, a range of price points to increased broad affordability) (6)
- Young people are safe, nurtured and chose to stay local (6)
- To be out of administration (5)
- Population growth (4)
- Conscious invitation and monitoring of preferred, diverse and productive industries that invest locally and contribute to a meaningful long-term future (4)
- Development / growth that is well-planned and considers all impacts and opportunities into the long term (4)
- Clean and beautiful communities that are 'cared' for and well-maintained (4)
- Growth that is equitable across communities and individual community members – benefits for all (2)
- Avoid over-development (1)

Finally, **Question 12** of the Community Strategic Plan online survey asked respondents **What is one thing you would like to see happen / achieved in your community within the next ten years?** This was an open response question and responses were coded to themes and these themes, from most to least mentioned, are shown below.

A connected and active community with social, recreational and exercise infrastructure and opportunities for ALL ages, especially for families, children and young people (32 mentions)

> " *More things for kids to do* "

> " *A youth centre - services relating to mental health, fun activities, community events* "

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High-standard and consistent delivery of health and wellbeing services to meet the breadth of our communities' needs (23 mentions)

> *For all services to deliver into our community at the scale they are funded too.*
> *For mental health services to meet the diverse needs of our communities*

> *Improved access to health and wellbeing services/ outreach to Euston. good mental health facilities, ones that can actually help people*

> *Proper health system. This is important as before people move here, they want to ensure they have a secure health system*

Local Government is strong, high functioning and representative, it enables well planned community growth and business / industry attraction. It facilitates benefits from emerging industries. Our communities are united (18 mentions)

> *Joint shire office in Euston*

> *Establish a community foundation to administer contributions from developers for the benefit of the whole community*

As a community and Council we make wise decisions about the opportunities seize and how we grow and support our existing communities and industries / businesses (6 mentions)

> *Be guarded on the fact that the present industries will not be here for ever*

> *That Agriculture stays healthy and vibrant amongst other industries. That a fair proportion of the water buy back is returned to our communities*

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Safe, well-maintained roads and improved transport safety (including truck bypasses and parking bays) (17 mentions)

> *Improved roads would be the first thing to work on. This would help with tourists and the local community*

> *Moving the major trucking route away from the central business area via a bypass. There is no compromise when it comes to local community safety. NOW is the ideal time to plan a bypass while there is capacity to negotiate the through route. Planning for long vehicle parking is also essential*

Well-planned and maintained beautification of communities (17 mentions)

> *I would love to see both of the entries to the town to be redone as that's the first thing people see when they arrive*

> *A vital and vibrant Main Street in both our key towns*

More housing to meet the diverse needs of the community and required workforce, new housing estates opened up (12 mentions)

> *More housing, the attraction of young workforce including families*

A thriving and more comprehensive retail sector (11 mentions)

> *Revival of local businesses*

> *More places for people to eat*

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Tourism – improved advertising, signage and assets to attract and retain visitors (11 mentions)

> *More tourism support and opportunities in rural areas*

> *Advertising and street knowledge for visitors of what the town has to offer, at the moment it's not advertised much, should be as simple as a board in main Street with info not online to search*

High quality and accessible education across the ages (8 mentions)

> *That education for all students is available at a high standard*

Employment growth (7 mentions)

> *An increase in population which will flow on to more jobs and opportunities for local businesses and contractors.*

> *More job opportunities, for younger people especially*

Healthy rivers that are protected and enjoyed (6 mentions)

> *Fix the health of the river and ensure that the water quality improves. The blue green algae blooms and the low water levels aren't just bad for the fish and tourism it's also unsustainable for local use in the long term. If that could be dealt with then that would be very good*

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An extended network of footpaths, safe and well-maintained (6 mentions)

A compassionate, safe welcoming and inclusive community (6 mentions)

> " *That we work with our First Nations communities to achieve honest and full reconciliation and a great future together* "

> " *A friendly welcoming community like it used to be, without the racism, vandalism etc* "

Childcare (and preschool) availability to a scale and quality that meets the community's needs (6 mentions)

Systems to support community voice sharing and our volunteers (5 mentions)

> " *Sustainability framework for southern cross, art gallery, men's shed, daycare, playgroup, and race clubs.* "

Comprehensive and consistent telecommunication infrastructure (3 mentions)

Improved opportunities to recycle (especially cans and bottles) (3 mentions)

Balranald Football seniors win a grand final (2 mentions)

Increased availability of public transport (2 mentions)

Two of the drawings from Balranald Central School

72
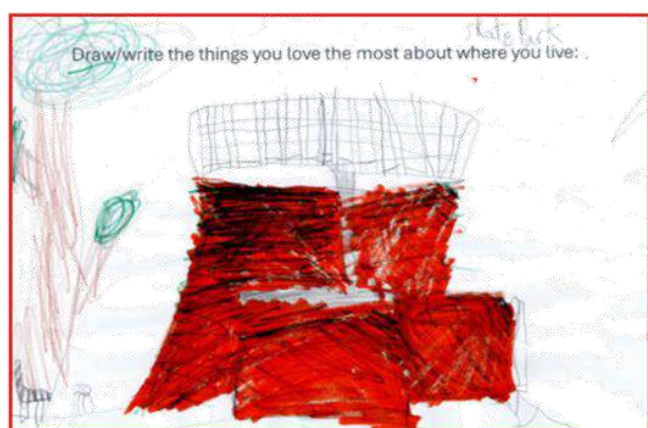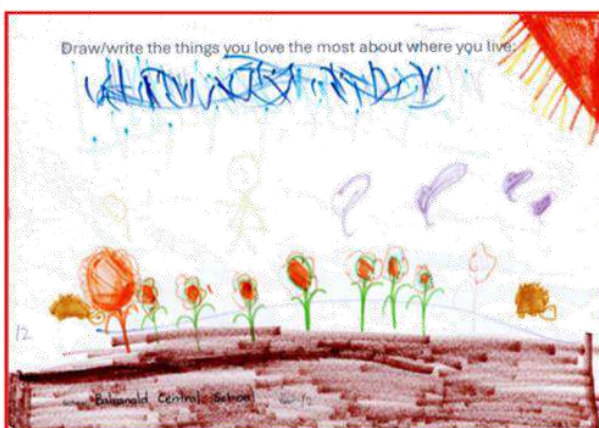
School Focus Groups

In total 116 primary school students participated in five separate School Focus Groups. Four focus groups were led by the researcher where students were asked:

- What do you love most about where you live?
- What is hard about where you live?
- If you were Prime Minister for the week what would you do or change?

A fifth focus group was led by Councilor Linnett in her capacity as classroom teacher with her Balranald Central School Year 1-2 class:

- What do we love about Balranald NOW (2024)? and
- Want do we want in Balranald in 10 years (2034)?

Balranald Central School Yr 1-2 (25 students) In response to What do we love about Balranald NOW (2024) students noted: **recreational and sporting spaces and activities** (pool, swing bridge, new BP, Pony Club), **retail shops** and accommodation businesses, **community events, friends, family** and the ability to move around their **community safely.**

In response to Want do we want in Balranald in 10 years (2034) students noted: **more activities for children** (splash park, jumping pillow etc), a **cleaner community** and **increased retail outlets** (especially food related).

Balranald Central School Yr 5-6 (28 students) In response to What do you love most about where you live? students noted: the **people and community, nature and outdoors** (especially rivers and lakes), **recreational and sporting activities and venues, shared community spaces** (Library, Art Gallery etc), **retail outlets** especially eateries, and **local farms.**

In response to What is hard about where you live? students noted: **isolation and distance**, a **lack of things to do**, the need for **more retail outlets** and specifically eateries, **improved medical services,** the need for more **housing and climatic extremes** including floods and droughts.

In response to If you were Prime Minister for the week what would you do or change? students noted: **lower cost of living** / decrease inflation, i**mprove community and school safety,** more **support to schools,** better **medical services,** more **community events and activities**, re**open railway and improve roads / road safety, for all children to have pets and stop smoking / vaping.**

> *Keep Australian produce here in Australia so all families have fresh food to eat*

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Systems to support community voice sharing and our volunteers (5 mentions)

Clare Public School Yr K-6 (6 students) In response to What do you love most about where you live? students noted: **space and freedom, peaceful, pets, living on a farm, working with parents.**

In response to What is hard about where you live? students noted: **distance** to town and difficulty **accessing the services** needed, being aware of **dangers.**

In response to If you were Prime Minister for the week what would you do or change? students noted: increase **funding for schools** and **support to students** everywhere, improve infrastructure like r**oads and airstrips**, improve access to services, **lower cost of living** / decrease inflation / increase the value of the Australian dollar, **control pest animals**, **improve water supply**, and **end wars**.

> " *Drop the price of living and inflation, make the things you really need – medicine, hospital, urgent care – cheaper* "

> " *Look after the environment, stop deforestation* "

> " *No bombs, no wars, no more testing of bombs. But Australia still needs a defense system though because other countries have wars* "

Euston Public School Yr K-6 (44 students) In response to What do you love most about where you live? students noted: the **river, natural environment and fishing, family, kind community and small town** (not too busy, not too loud, not too many cars, safe for riding bikes etc), **space / land size, school, community events and festivals** (Salami Festival, Christmas movie on the oval) and **great places to eat** (Hotel, Euston Club, Robinvale Golf Club) and **world quality fruit is grown here**.

In response to If you were Prime Minister for the week what would you do or change? students noted: **more things for children and young people to do**, improved **parks and playgrounds**, more **venues to eat and gather** / retail shops, improved **public facilities**; environmental initiatives – opportunities to recycle, compost and more rubbish bins, **improvements to Euston Public School**, improved **hospital in Robinvale / a hospital in Euston,** ambulance for Euston, fix **highway and back roads** (sealed, potholes etc), and personal trainer and dedicated **spaces for exercise.**

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> 66
>
> *This park is where our community has almost all its birthday parties – it needs to be better than it is*
>
> 99

St Joseph's Parish School Yr 5-6 (students) In response to What do you love most about where you live? students noted: the **people**, our **families**, it's safe (better than the city), **shops and businesses** (including farming), **library, pool and sporting facilities**.

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>
> *"Better than the city, less cars and less people, less rules, it feels free-er*
>
> 99

In response to What is hard about where you live? students noted: **traffic** in the main street (especially trucks, we need a bypass), the **lack and loss of retail businesses**, the **impact of new industries** (it feels less safe with the workers walking around), **vandalism** (oil spilled at Skate Park), **more things to do** (a gym, basketball competition), **river health**, and **extreme heat**.

In response to If you were Prime Minister for the week what would you do or change? students noted: **decrease the cost of living** and **reduce inflation**, improve **community safety,** improve **equity**, ensure a **quality school experience** (more funding to schools, options to learn online), **build residential, commercial and industrial buildings**, improve roads, create e**mployment opportunities**, improve **international outcomes** (risk communities have earthquake beds and tsunami pods, increase overseas trade and border defence).

One of the drawings from St Joseph's Parish School

75
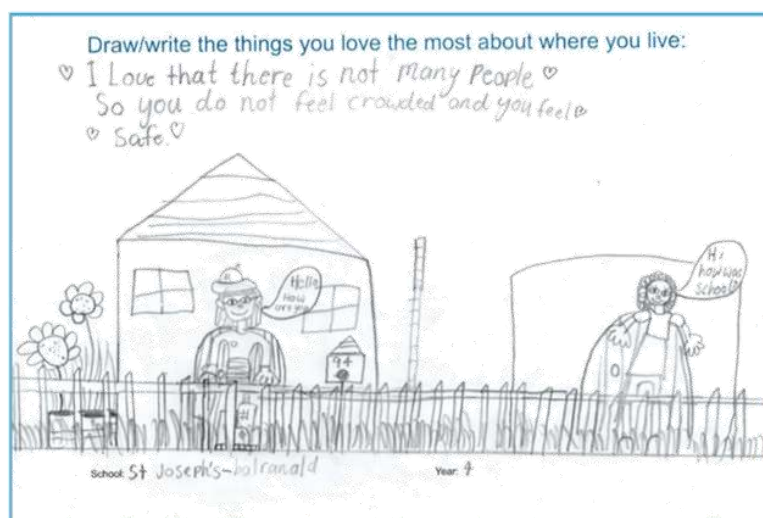
School Drawing Exercise

The drawing exercise asking **Draw/write the things you love the most about where you live** was shared with the four primary schools across the LGA including Balranald Central School, Clare Public School, Euston Public School and St Joseph's Parish School. Students from years Kindergarten to 6 were invited to participate. In total 135 drawings were returned and analysed for themes. The images throughout the Community Strategic Plan are a selection of our student's drawings. All images were also scanned and preserved for future reference / use.

Each drawings' theme(s) and the number of discreet mentions is noted below:

- Things to do / opportunities for play (parks, pools, skate park, swing bridge, bike tracks) (70)
- Space / Outdoors / Nature (flora and fauna) / River / Lakes (59 mentions)
- Shops and businesses (34)
- Sports and Sporting areas (including netball/football, tennis courts etc) (26)
- Friendly community (20)
- Family / Home (20)
- School (16)
- Adventure / freedom / independence (13)
- Safe community, no crowds, no bad people, very little traffic (12)
- Friends (10)
- Pony Club (8)
- Farms (7)
- Pets (6)
- Peaceful (3)
- Events (3)
- Library (3)
- Weather (2)
- Discovery Café area (2)
- Balranald Shire Council (2)
- Diversity (1)

> "In 10 years I want big houses for people to live in"
> student, BCS

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Balranald Shire Council Community Strategic Plan
Delivery Program 2025-2029

NOTE red highlighted text indicates a change of wording from the Community Strategic Plan – this wording will need to change in the CSP

Cover and formatting will be completed prior to public exhibition

Contents

Mayor's Foreword

(to be written with Mayor's approval)

Introduction

The Delivery Program and Operational Plan are part of Council's Integrated Planning and Reporting Framework.

The Integrated Planning and Reporting Framework is a suite of plans that identify a vision for the future and strategic actions to achieve them. It requires Council to undertake 'whole of council' planning for the short-, medium- and long-term future. It allows Council to draw various plans together, understand how they interact and get the maximum leverage from their efforts by planning holistically for the future.

There must be a clear link between the Community Strategic Plan, the Delivery Program and the Operational Plan. Activities in the Delivery Program must clearly link to the strategies identified in the Community Strategic Plan and appear as more detailed actions in the OP. It must identify major projects and address ongoing improvements to the efficiency, productivity, financial management and governance of the council.

The Delivery Program is a statement of commitment to the community from each newly elected council and translates the community's strategic goals into clear actions. It allows council to determine what is achievable over the next 4 years, what the priorities are, and how programs will be scheduled. Importantly, the Delivery Program allows council to demonstrate how its 'business-as-usual' activities help achieve Community Strategic Plan objectives.

The Resourcing Strategy is situated within the framework to emphasise the important role that resource planning plays in delivering a council's strategic objectives.

While there is a direct link from the Community Strategic Plan to the Delivery Program and Operational Plan, this must be informed and supported by the financial, asset and workforce planning undertaken by council as part of the Resourcing Strategy. Source: Integrated Planning and Reporting Handbook for Local Councils in NSW (September 2021), NSW Office of Local Government.
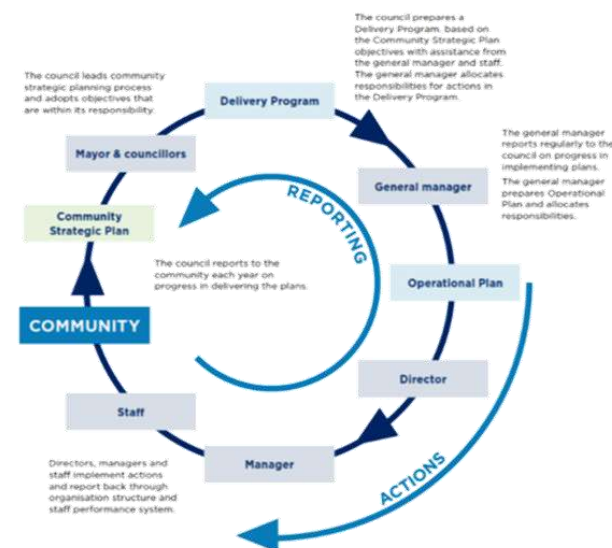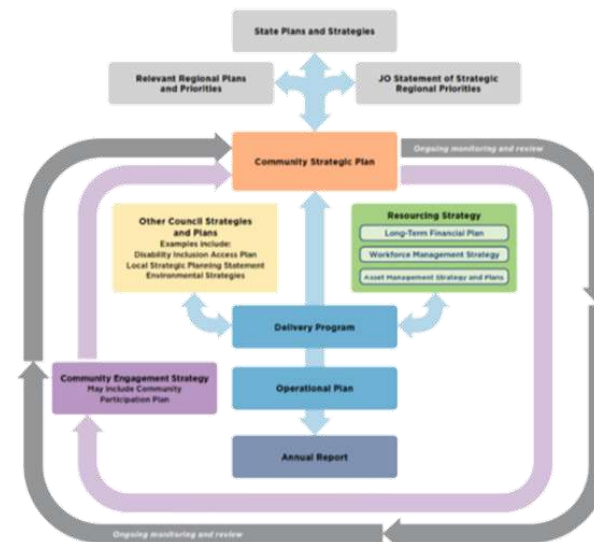
Glossary

3TTG - Three Traditional Tribal Groups

AMP - Asset Management Plan

AWACFAC – Ageing Well, Aged Care and Facilities Advisory Committee (Balranald Shire Council Advisory Committee)

BALC - Balranald Aboriginal Lands Council

BBAC – Balranald Beautification Advisory Committee (Balranald Shire Council Advisory Committee)

BTAC - Balranald Transitional Accommodation – Crisis Housing

CSIRO – Commonwealth Scientific and Industrial Research Organisation

CSP – Community Strategic Plan

CUC – Country Universities Centre (Swan Hill)

DAFF – Department of Agriculture, Fisheries and Forestry

DAMA - Designated Area Migration Agreement

DCCEEW - Department of Climate Change, Energy, the Environment and Water

DIAP – Disability Inclusion Action Plan

DIPS - Director Infrastructure and Planning Services Balranald Shire Council

DMP – Destination Management Plan

EDAG - Economic Development Advisory Group (proposed inter-LGA group)

EDS – Economic Development Strategy

EPA - Environmental Protection Authority

EPAC – Euston Progressive Advisory Committee (Balranald Shire Council Advisory Committee)

EWAG - Environmental Water Advisory Group

FNAG – First Nations Advisory Group (if formed)

FRRR – Foundation for Rural and Regional Renewal

FWLH - Far West Local Health

GBITAC – Growing Business, Industry and Tourism Advisory Committees (Balranald Shire Council Advisory Committee)

GM – General Manager Balranald Shire Council

HDA - Housing Delivery Authority

HSC - Hay Shire Council

JO – Joint Organisation

KPA - Kyalite Progress Association

LEMC - Local Emergency Management Committee

LGNSW - Local Government NSW

MDBC - Murray Darling Basin Commission

MRC - Murray River Council

MRCC - Mildura Rural City Council

MVAC - Murray Valley Aboriginal Cooperative

NADC - National Australia Day Council

NEMA - National Emergency Management Agency

NPWS - NSW National Parks and Wildlife Service

NSW RFS - New South Wales Rural Fire Service

RAP – Reconciliation Action Plan

RDA – Regional Development Australia

RDA-FW – Regional Development Australia Far West

RDA-M – Regional Development Australia Murray

RDHS – Robinvale District Health Service

RDN - Rural Doctors Network

REBA - Robinvale Euston Business Association

REWN – Robinvale Euston Workforce Network

RTO – Registered Training Organisation

SCAIWAC – Strengthening Community Access, Inclusion and Wellbeing Advisory Committee (Balranald Shire Council Advisory Committee)

SHRCC - Swan Hill Rural City Council

SRAC – Sport and Recreation Advisory Committee (Balranald Shire Council Advisory Committee)

SSD - State Significant Development

SWREZ - South West Renewable Energy Zone

TAFE - Technical and Further Education

WNSWPHN - Western NSW Primary Health Network

WSC - Wentworth Shire Council

YC – Youth Council (Balranald Shire Council Advisory Committee)

PILLAR 1
Our Lifestyle

This Pillar recognises the importance of encouraging and enabling those qualities our residents value as a 'way of life'– all of which contribute to making our municipality a desirable place to live, work and play – a place of choice.

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Our residents value healthy and connected lifestyles with a strong sense of identity, place and pride. They value peaceful, clean and (increasingly) affordable lifestyles and the key physical attributes - including location, weather and the natural environment - which facilitate these lifestyles. This can be upheld and enhanced by protecting and improving highly valued assets, experiences, conditions and community beliefs; and by enabling active community participation through safe, welcoming and accessible facilities and inclusive services that cater to all residents. The beauty and cleanliness of communities was central to lifestyle satisfaction.

The community survey for the Community Strategic Plan asked participants *What do you value most about where you live?* From 11 options the third through to the seventh most selected options reflected the Pillar of Our Lifestyle. This included: *Healthy environment* (37.7%), *Access to education (preschool and school)* (33.8%), *Affordability / cost of living* (33.1%), *Access to health and wellbeing services (including Mental Health)* (32.5%), and *Recreational / sporting opportunities* (31.8%).

Question 9 of the community survey asked participants *How would you rate the level of these services across the Balranald Shire?* specific to seventeen discrete areas. Significantly, *Mental health care* was THE MOST POORLY RATED SERVICE both across the entire Balranald Shire area and also at the individual community levels (i.e. for Balranald, Euston and Rural Surrounds).

Question 10 of the community survey asked *What do you think is the main challenge facing your community?* This was an open response question with responses themed to categories. The most mentioned category was for *Consistent, quality health care across the ages (including physical and mental health care, early intervention, allied health and chronic health care)* yielding 32 individual mentions. Within the same question *Community cleanliness / appearance / attractions, including first impressions for travellers* yielded 12 mentions, and *Lack of Childcare and After School Care* and *Cost of Living* a further nine mentions each.

Question 11 of the community survey asked *What is your VISION for your Council area (what will it have, look and feel like)?* This was an open response question with responses themed to categories. The most mentioned category was for *Inclusive, safe and affordable events, activities and spaces for our communities to come*

together (especially for families, children and young people) yielding 26 mentions. The second most mentioned category was for *Health, wellbeing and safety services meet the needs of the communities)* with 22 mentions. The fourth most mentioned category was *Beautify and maintain our communities* (19 mentions), with two of these mentions specific to *improved shade* and (at least) four mentions identified as *specific to Euston*.

Finally, Question 12 asked respondents *What is one thing you would like to see happen / achieved in your community within the next ten years?* Responses were themed to categories, with the most AND second most mentioned categories relevant to the Our Lifestyle Pillar - *A connected and active community with social, recreational and exercise infrastructure and opportunities for ALL ages, especially for families, children and young people* (32 mentions) and *High-standard and consistent delivery of health and wellbeing services to meet the breadth of our communities' needs* (23 mentions). Also prevalent was *Well-planned and maintained beautification of communities* (17 mentions) and *Childcare (and preschool) availability to a scale and quality that meets the community's needs* (6 mentions).

Through six community workshops and two specialist community workshops our communities also shared their voices. Lifestyle (including location and weather) was frequently noted as a *GREAT* thing about where you live. Similarly, a frequently noted *CHALLENGE* was around the loss of services, loss of funding, and inconsistency of services especially related to health, mental health and childcare. Community members were also concerned about access to sustained and to scale services to enable community members to age well locally and to enable children and youth to be active and engaged locally. Care and support across the generations was a central theme.

When asked about their *VISION* participants noted: Our communities have high levels of 'Liveability' – we are welcoming and connected communities with strong ethics and values, a thriving and culturally diverse population and intergenerational support and connection. There is widespread access to child, family and whole-of-community spaces, places and precincts (such as pools, parks, libraries and centres / hub that bring multiple assets together), and sporting and recreational areas to encourage active and connected lifestyles. There are services to meet the needs of our community across the life span from the early years to ageing – including childcare, preschool, youth support, education, health care across the ages and aged care and support.

Objective 1.1 Create and maintain beautiful, safe, welcoming and accessible community spaces that enhance healthy living, active lifestyles and connection

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Research and develop Streetscape Masterplans for Balranald and Euston (including an Irrigation Strategy)	DGBCS *Community Engagement* DIPS *Street Tree Management, Streetscape Maintenance*	Funding secured Streetscape Masterplans developed Commence delivery Priority 1 recommendations		X	X	X	Irrigation Strategy $30,000 (2025/26)	BBAC EPAC
	Review and implement Council's Tree Policy (audits and planning)	DGBCS *Community Engagement* DIPS *Street Tree Management, Parks & Reserves*	Council's Tree Policy reviewed Commence delivery Priority 1 recommendations	X	X				BBAC EPAC
	Median strips Garreffa Parade, Euston to be undertaken in conjunction with the Garreffa Park development	DGBCS *Community Engagement* DIPS *Facilities Management, Streetscape Maintenance*	Community engagement	X				Cost TBD (2025/26) Sprinkler system $20,000 (2025/26)	EPAC
	Town and Village entrance signage (connect to priorities / features identified in Strategy 1.2.1 and visitor amenity needs identified in Strategy 3.4.4)	DGBCS *Community Engagement* DIPS *Facilities Management, Streetscape Maintenance*	A plan and design for Town and Village entrance signage is developed based on multiple stakeholder needs Funding secured Signs manufactured and installed		X	X			BBAC EPAC GBITAC Community groups

Strategy 1.1.1 Invest in place-making, streetscape and resident (prospective resident and visitor) amenity improvements (EDS, Action 3.4.2);

				Delivery Years					
	Town beautification and cleanliness continues as a priority of Council reflecting these as highly valued attributes by our communities	DGBCS *Community Engagement* DIPS *Facilities Management, Parks & Reserves, Streetscape Maintenance, Street Tree Management*	Continue to work with Advisory Committees to prioritise and complete beautification activities Improvements in Community Satisfaction ratings specific to beautification and cleanliness	X	X	X	X	Euston Courthouse building works $100,000 (2025/26) Ornate Gates Greenham Park entrance $10,000 (2025/26) Murray Terrace Toilet Euston $45,000 (2025/26) Harben St Balranald kerb, gutter, drainage $140,000 (2025/26) River St gutter replacement $5,000 (2025/26) Kerb and gutter construction $50,000 (2025/26) K&G Maintenance Balranald $30,000 (2025/26) Gutter and Street cleaning $25,000 (2025/26) Cemetery maintenance $68,000 (2025/26) Parks and Reserves Balranald $56,000 (2025/26) Parks and Reserves Euston $25,000 (2025/26)	BBAC EPAC

Strategy 1.1.2 Continue to maintain and, where feasible, extend public places and spaces that support community to come together and participate in healthy, active and connected ways (including community halls, libraries, parks, playgrounds, recreative reserves, galleries, theatres, green spaces, and access to nature);

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Anderson Park, Euston Create a family friendly, accessible space with amenities	DGBCS *Community Engagement* DIPS	New toilets planned Community engagement to inform Park priorities completed	X	X			Proposed cost: $124,275 (inc. installation of new toilets, tidy of existing toilets,	EPAC Purpose formed Euston family advisory group

including shade, seating and toilets	*Facilities Management, Parks & Reserves*	Park development including playground and amenities designed and costed Funding secured Build completed						new sign boards, plants and project management) Toilet block $85,000 (2025/26)	
Playground Development Garreffa Place/ Tayla Court, Euston	DGBCS *Community Engagement* DIPS *Facilities Management, Parks & Reserves*	Community engagement to inform Park priorities completed Park development including playground and amenities designed and costed Funding secured Build completed		X	X		Cost TBD (2025/26)	EPAC Purpose formed Euston family advisory group
Riverwalk, Balranald extended (through Balranald Caravan Park funding applications, Strategy 3.4.3)	DIPS *Transport Infrastructure, Parks & Reserves*	Extended Riverwalk design developed and costed Funding secured	X	X				BBAC GBITAC
Bird trail, Balranald repaired and maintained	DIPS *Transport Infrastructure, Parks & Reserves*	Asset assessment completed on Bird Trail Repair and maintenance budget developed Funding secured Necessary works completed	X	X	X			BBAC GBITAC
River Precinct, Kyalite Review and seek funding for the continued development of Kyalite community identified priorities	DGBCS *Community Engagement* DIPS *Facilities Management, Parks & Reserves*	Kyalite River Precinct priorities identified by KPA Budget developed Funding secured Necessary works completed in a phased approach based on KPA priorities	X	X	X	X		Kyalite Progress Association
Development of the Euston to Weir Trail	DIPS *Transport Infrastructure, Parks & Reserves*	Community engagement to inform Trail priorities completed Trail development including amenities designed and costed Funding secured Build completed		X	X	X		EPAC
Explore feasibility and funding streams for wet play areas	DGBCS *Community Engagement*	Community engagement to inform Splash Park priorities completed	X	X	X	X	Balranald swimming pool works $45,000 (2025/26)	Purpose formed Balranald / Euston family advisory group

| (Splash Park) in Balranald and Euston (consider replacing pool in Balranald if funding available) | DIPS *Assets / Facilities Management, Swimming pool* | Splash Park development including amenities designed and costed Funding secured Build(s) completed | | | | | Pool operating costs - salaries and service (including maintenance, electricity, chemicals) $154,961 (2025/26) | SCAIWAC EPAC |
| Across all public space and place developments ensure that accessibility and safety are key features. Seek input from community members with lived experience (including community members who are older, have a disability, specific access needs, young families, diverse cultural groups) | DGBCS *Community Engagement* DIPS *Assets / Facilities Management, Streetscape Maintenance, Public & Council Buildings* | Key reference documents, such as the DIAP and RAP, are referred to for best practice in public space and place developments | X | X | X | X | Building works to Theatre Royal $50,000 (2025/26) and maintenance $5,000 (2025/26) Council Chambers relevelling, restumping, refurbishment $60,000 (2025/26) Museums maintenance $5,000 (2025/26) Art Gallery maintenance $5,000 (2025/26) Public Halls maintenance, cleaning and electricity $9,800 (2025/26) | BBAC EPAC FNAG Purpose formed community advisory group (diverse representation) |

Strategy 1.1.3 Increase physical and social infrastructure to provide accessible, meaningful and safe ways for people of all abilities to participate in and contribute to our communities;

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Footpath / lighting Court St ensuring secure pedestrian movement between Mandala Place and Market St, Balranald	DIPS *Transport Infrastructure, Streetscape Maintenance*	Cement footpaths and lighting completed along Court St, adjacent to Mandala Place providing sealed and fully lit access to CBD		X	X			Mandala Place residents / MacKillop Community Services clients and staff Department of Communities and Justice
	<mark>Footpath / lighting ensuring secure pedestrian movement between</mark>	DIPS *Transport Infrastructure,*	Is this already achieved?	X					Bidgee Haven residents and staff

Bidgee Haven and Market St, Balranald	Streetscape Maintenance							
Upgrade the Disability Parking Bays in Balranald Township (Market and Myall Sts) to meet standards	DIPS *Transport Infrastructure*	Signage, road marking and ramp approaches completed	X				Upgrade Disability parking signs $7,000 (2025/26)	SCAIWAC DIAP Advisory Group
Apply all ability and child friendly / child developmental lens to all municipal playgrounds, consider purpose formed parents' groups to inform decisions	DIPS *Parks & Reserves* DGBCS *Community Engagement*	Process developed to enable Purpose-Formed Advisory Groups for project specific / short term guidance	X	X	X	X		Advisory Committees as relevant FNAG Local preschools and schools
Refer to Strategy 2.3.1 DIAP development for specific recommendations regarding accessible, meaningful and safe participation of all of community	DGBCS *Community Engagement*		X	X	X	X		DIAP Advisory Group SCAIWAC
Upgrade of the NSW side of the Euston to Robinvale walking track	DIPS *Transport Infrastructure, Parks & Reserves*	Asset assessment completed on existing Euston to Robinvale walking track Repair and maintenance budget developed Funding secured Necessary works completed	X	X				EPAC REBA
Completion of walking track, Endeavour drive to Market St, Balranald	DIPS *Transport Infrastructure, Parks & Reserves*	Asset assessment completed on existing walking track, Endeavour drive to Market St Repair and maintenance budget developed Funding secured Necessary works completed	X	X				Endeavour Drive residents BBAC SCAIWAC FNAG BALC
Develop and maintain a Welcome Pack for newly arrived residents to the Balranald LGA	DGBCS *Community Engagement*	Funding secured Welcome Pack researched and developed Number of packs distributed annually			X	X		Advisory Committees Key local services and organisations

Strategy 1.1.4 Understand the precursors to poor community safety and respond proactively for lasting resolution and all of community wellbeing;									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	CCTV strategy to encourage community perception of safety, CCTV would not be monitored, only used for evidential purposes if needed	DIPS *Assets / Facilities Management, Streetscape Maintenance, Public & Council Buildings*	High incidence vandalism data reviewed to determine CCTV locations Funding secured Purchase and installation completed Vandalism data monitored for impact		X	X	X		BBAC SCAIWAC GBITAC
	Apply and advocate for funding / support for youth programs	DGBCS *Community Engagement, Community Services*	Successful funding applications Number of youth activities and events held Youth specific programs delivered	X	X	X	X	Youth services $18,600 (2025/26)	Department of Communities and Justice Balranald Library Local schools NSW State Library SCAIWAC
	Undertake an assessment of council spaces (Balranald and Euston) suitable for use by youth after hours on weekends (staffed by volunteers?), work with community to develop a strategy	DGBCS *Community Engagement, Community Services* DIPS *Assets / Facilities Management*	Determine interest by community for a volunteer run youth space, if interest then Assessment of suitable Council owned spaces completed Delivery model developed Funding secured Register of use by youth kept to inform value	X	X	X	X		Balranald Library Local schools SCAIWAC EPAC Department of Communities and Justice
	Drawing on Streetscape Masterplan (Strategy 1.1.1) plan to address spaces that are poorly lit, provide poor lines of sight, or feature uneven surfaces in high pedestrian areas	DIPS *Streetscape Maintenance*	Create list of medium – high use areas that are poorly lit, have poor lines of sight and / or uneven surfaces Priorities and address Perceptions of community safety improves	X	X	X	X		BBAC EPAC GBITAC SCAIWAC

			Reduction in falls occurring on Council owned / maintained surfaces						
Understand and advocate for responses to family violence precursors across our LGA. Increase community awareness of the forms of family violence (coercive control) and local and regional supports and services	DGBCS *Community Engagement*		Increased community awareness of the forms of family violence Increased local access to family violence supports and services Family violence related use of the BTAC service	X	X	X	X		SCAIWAC (& BTAC) EPAC Local Police Local schools MaariMa Balranald MPS
Ensure all public health and safety standards are being met	DIPS *Emergency Management, Food Inspections* DGBCS *Risk Management*		Compliance with National Health and Medical Research Council drinking water standards Food premises are inspected according to standards	X	X	X	X	Health Inspection and Testing $7,500 (2025/26)	
Council supports and promotes responsible pet ownership including through hot weather care campaigns, management of wandering animals and designated off leash areas	DGBCS *Community Engagement* DIPS *Animal Control*		Number of animals detained wandering reduces as awareness increases Designated off leash areas are advertised through Council newsletter and social media	X	X	X	X		
Continue to support emergency services and first responders	DIPS *Emergency Management*		Local Emergency Management Committee obligations met	X	X	X	X	Rural Fire Service contributions $126,000 (2025/26) Rural Fire Service capital $110,000 (2025/26) SES contribution $10,600 (2025/26)	Local Emergency Management Committee SES Ambulance NSW Police NSW Fire and Rescue NSW

Objective 1.2 Create events and platforms that celebrate our unique communities and entire municipality, building on pride and sense of place

Strategy 1.2.1 Work with our communities to clearly identify and understand our unique attributes and their alignment across the region;									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Undertake a simple community engagement process that supports community input into defining our unique attributes – use knowledge to guide Strategy 1.2.2	DGBCS *Community Engagement*	Community engagement completed Additional insights taken from CSP and EDS Simple list of key community attributes for LGA town and villages compiled and referenced	X					Community Engagement Strategy Advisory Committees
	Actively seek funding and implement recommendations of the Destination Management Plan as funding becomes available	DGBCS *Economic Development, Community Engagement*	Funding secured DMP priority areas implemented as possible	X	X	X	X		Destination Riverina Murray Destination NSW GBITAC EPAC
	Support public arts installations which reflect our sense of place and build pride. Initial projects identified as the Euston and Balranald Water Tower art. This could include night/light shows on towers	DGBCS *Economic Development, Community Engagement* DIPS *Asset Management, Facilities Management*	Project Plan developed Funding secured Community engagement completed Design brief developed Artist / artwork agreed	X	X	X	X		BBAC EPAC The Gallery South West Arts Advice from Silo Art communities

Strategy 1.2.2 Partner to enhance existing and develop new events and platforms that celebrate our communities, building on pride and sense of place;									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Continue to provide Council support (financial and in-kind) to key local events including the Euston Salami Festival and the Balranald Murrumbidgee Classic Fishing competition	DGBCS *Economic Development* DIPS *Facilities Management, Asset Management, Waste Management, Parks & Reserves*	Festival attendance continues to grow (within in contextual parameters i.e. weather etc)	X	X	X	X		Euston Club EPAC REBA Destination Riverina Murray Event organising committees
	Explore opportunities to join the music festival circuit (consider Big Sky, Sounds of Sand [Mungo] experiences)	DGBCS *Economic Development* DIPS *Facilities Management, Asset Management, Parks & Reserves*	Music Festival circuit gaps are explored and considered in terms of timeliness to local weather, events and opportunities		X	X			Oz Music Festivals Destination NSW EPAC GBITAC
	Continue to support the Australia Day celebration, recognising and embracing our diverse communities	DGBCS *Community Engagement*	Annual Australia Day event delivered	X	X	X	X	Australia Day Grant $10,000 (2025/26)	Australia Day Committee All Advisory Committees National Australia Day Council (NADC)
	Consider, as is feasible, the in-kind contributions of Council (including fee-free venues, rubbish collection and removal) to community events that are inclusive of all community and celebrate our unique features	DGBCS *Economic Development* DIPS *Waste Management*	Council provides in-kind contributions to an agreed number of events across the LGA annually	X	X	X	X		GBITAC EPAC Kyalite Progress Association Community event committees of management
	Support and encourage the attraction of major events to the Balranald LGA for locals to enjoy	DGBCS *Economic Development* DIPS	?? events / performances attracted annually	X	X	X	X		GBITAC EPAC Destination Riverina Murray South West Arts

	and to encourage visitors to the region	Facilities Management, Asset Management, Parks & Reserves							

Objective 1.3 Improve local access to essential health and wellbeing services and programs - enabling residents to live, evolve and age well in our communities

Strategy 1.3.1 Collaborate with key Council committees and external networks to comprehensively understand our strengths and challenges in service access and delivery;									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
1.3.1.1	Collaborate with external agencies and services to understand health and well-being service gaps	GM DGBCS *Community Services, Economic Development, Community Engagement*	Extend membership of SCAIW AC to represent all local services (inter-agency model) Service gaps document developed to support advocacy	X	X	X	X	In-kind - SCAIWAC / SCAIWAC Project Officer (ORG funding)	FW Local Health RDN WNSWPHN Darling Murray Murrumbidgee Rural Services Network SCAIWAC / SCAIWAC Project Officer EPAC Office of Responsible Gambling
	Seek comprehensive and current health and wellbeing data for our LGA from Western NSW PHN to support informed advocacy and respond to service gaps (based on health priorities)	GM Councillors DGBCS *Community Services, Economic Development*	LGA Health and Wellbeing Profile developed Advocacy brief developed from Profile to support Council / Councillor advocacy	X	X	X	X	In-kind - SCAIWAC	WNSWPHN SCAIWAC Office of Responsible Gambling
	Continue to support service networking opportunities such as the Annual SCAIWAC / MaariMa Health and Wellbeing Services EXPO	DGBCS *Community Services, Economic Development*	Annual SCAIWAC / MaariMa Health and Wellbeing Services EXPO	X	X	X	X	Council provides in-kind support by donating venue (Theatre Royal) In-kind - SCAIWAC	SCAIWAC MaariMa Health Office of Responsible Gambling

Strategy 1.3.2 Advocate across all levels to achieve local level service access and delivery which reflects the needs of all members of our communities and upholds their rights respective to their regional and urban counterparts;									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
1.3.2.1	Drawing on Action 1.3.1.1 Council will continue to reflect the diversity of communities' aspirations and advocate regarding gaps – including where funded services are not delivering to agreed scope or scale	GM Councillors DGBCS *Community Services, Economic Development*	Service gaps document reviewed Assessment of gaps undertaken to determine highest priority gaps Advocacy regarding 2-3 high priority gaps annually 1-2 service gaps remedied annually	X	X	X	X	In-kind - SCAIWAC / SCAIWAC Project Officer (ORG funding)	SCAIWAC / SCAIWAC Project Officer EPAC MaariMa Health Office of Responsible Gambling Darling Murray Murrumbidgee Rural Services Network Local State and Federal members
	Undertake further research to determine value to LGA moving into Riverina Local Health District, advocate accordingly	GM Councillors DGBCS *Community Services, Economic Development*	Informed decision made regarding the most beneficial Local Health District for Balranald Shire communities	X	X				Local State member NSW Department of Health Local Health District representatives
	Understand the 'equitable return' of services to our communities as a reflection of the royalties being drawn from our regions	GM Councillors DGBCS *Economic Development*		X	X	X	X		Local State and Federal members
	Continue advocacy to NSW Health for the return of at least partial VMO (Visiting Medical Officer) rights to the Balranald Multi-Purpose Service acute and emergency departments	GM Councillors DGBCS *Economic Development, Community Engagement*	Partial VMO services are re-funded by NSW Health at the Balranald Multi-Purpose Service acute and emergency departments	X	X				Local State and Federal members Department of Health Balranald Multi-Purpose Service
	Explore the infrastructure and administrative support required to extend the Balranald Medical Centre practice to 1-2 day / week delivery into Euston	GM Councillors DIPS *Asset Management,*	Consult with community Determine suitable venue (current proposal for Recreation Reserve Hall)	X	X			Cost TBD (2025/26)	EPAC Current GP Local State and Federal members WNSWPHN Rural Doctors Network

		Strategic Land Use Planning DGBCS Economic Development, Community Engagement	Seek quote for design and build Funding secured						Dept of Health

Strategy 1.3.3 Council actively pursues funding streams enabling Council to provide health and wellbeing services identified as enduring service gaps in our communities (mental health is identified as the critical initial focus);

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Drawing on Actions 1.3.1.1 and 1.3.2.1 Council consider its role in the provision of identified key services – where no outside provider can be secured, funding is available, and the service is self-sustaining. Any role assumed by Council in the health / wellbeing sector should focus on community capacity building and awareness raising	GM Councillors DGBCS Economic Development, Community Services	Assessment of gaps undertaken to determine gaps which might be amenable to Council provision Possible Council provided services gaps are further researched Only where feasible Council provision of the unmet service need	X	X	X	X		Local State and Federal members NSW Department of Health Balranald MPS MaariMa SCAIWAC
	Recognise Mental Health was a key service gap identified across all LGA communities and focus on solutions as a service priority – including the key role of connection, participation and creativity in good mental health	DGBCS Community Engagement DIPS Asset Management, Streetscape Maintenance, Strategic Land Use Planning, Parks & Reserves, Facilities Management	Place-based Mental Health support delivery model researched and developed (note model currently being developed by SCAIWAC) Model delivered through SCAIWAC with ORG funding	X	X	X	X	In-kind - SCAIWAC / SCAIWAC Project Officer (ORG funding)	SCAIWAC / SCAIWAC Project Officer EPAC MaariMa Health Office of Responsible Gambling Mental Health supports and services
	Council evolves its current aged care assets and services to meet the health and wellbeing needs of this growing cohort, with the intent of	DGBCS Community Services,	Existing funding is used to increase the number of available beds at Bidgee Haven from 15 beds to XX beds	X	X	X	X	Bidgee Haven Upgrade $4,900,00 (2025/26)	Bidgee Haven Committee AWACFAC

	Action (as an Outcome)	Responsible Functional Area	Target / Measure	25/26	26/27	27/28	28/29	Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
	ensuring our residents can age well locally. Explore a transition plan which returns Bidgee Haven ownership to the community	Community Engagement						Additional furniture, fittings, plant, equipment $16,000 (2025/26)	Australian Department of Health and Aged Care
	Drawing on skills audit actions (Objectives 3.5 and 3.6) Council actively advocates and recruits for key skills gaps in health and wellbeing services	GM DGBCS Economic Development, Human Resources	Key Essential worker shortages (Objectives 3.5 and 3.6) are documented and a list of highest priority workers developed. Targeted strategies to attract the priority list of workers are developed and implemented. Essential worker housing supply is increased (Strategy 4.2.1). 2-3 additional high priority workers attracted annually	X	X	X	X		Darling Murray Murrumbidgee Rural Services Network SCAIWAC RDA DAMA Regional NSW Tri-State Workforce movement
	Council supports the final development and distribution of SCAIWACs Health and Wellbeing Service Directory throughout the LGA communities	DGBCS Community Engagement	LGA Service Directory completed, uploaded to website, printed and distributed	X	X			In-kind - SCAIWAC / SCAIWAC Project Officer (ORG funding)	SCAIWAC / SCAIWAC Project Officer MaariMa Balranald MPS

Strategy 1.3.4 Recognise and support the critical role of volunteer groups, events and activities in supporting community health and wellbeing including through connection, sport, art and culture;

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	25/26	26/27	27/28	28/29	Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
	Volunteer organisations using Council owned buildings AND Volunteer organisations in buildings not owned by Council are aware of the process for requesting rate donations	DGBCS Rates	Mailout to all volunteer groups who currently pay rates regarding process to have rates donated. Increase in the number of volunteer groups achieving a rates donation annually	X	X	X	X		All volunteer organisations currently paying Council rates
	Explore community interest in Volunteer Week activities to recognise volunteers (for example a	DGBCS Community Engagement	Determine funding available for a volunteer week activity / support	X	X	X	X		Advisory Committees Local volunteer organisations

	luncheon), seek feedback from volunteers regarding the form of recognition they would value		Develop a list of possible activities / supports Each year conduct an online voting process enabling volunteer groups to select preferred activity / support						Department of Communities and Justice
	Continue to support and promote the critical work of The Gallery, recognising the role of the arts in improved mental health (consider an Arts for All program which increases the reach of our arts programs, mobile delivery? Pop-Up arts events)	DGBCS *Community Engagement*	Delivery 1-2 Arts for All programs across the LGA annually, providing outreach and access to arts programs for people less likely to participate	X	X	X	X	In-kind - SCAIWAC / SCAIWAC Project Officer (ORG funding) Contribution to SW Arts $6,000 (2025/26)	The Gallery South West Arts SCAIWAC GBITAC Department of Communities and Justice

Objective 1.4 Protect those lifestyle attributes our communities value – upholding community principles to balance and guide growth and development

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
Strategy 1.4.1 Council understands and upholds our communities' preferences regarding balanced growth and development, protecting our high value lifestyle attributes;									
	All Council Plans including the LEP must reflect the needs and aspirations of our communities as gathered through recent engagement for the development of the Economic Development Strategy and Community Strategic Plan	DIPS *Strategic Land Use Planning* DGBCS *Community Engagement, Economic Development (inc Tourism)*	Summary document of community aspirations developed Summary used to guide and inform development decisions	X	X	X	X		Department of Planning
	Guide sustainable, high quality development outcomes for the community through expert advice, transparent, efficient assessment, policy input and continuous improvement	DIPS *Strategic Land Use Planning*	Increase in Community Satisfaction with Council's development decisions	X	X	X	X		Department of Planning Office of Local Government NSW

	Proactively promote our highly valued lifestyle attributes for population attraction and growth	GM DIPS DGBCS	Lifestyle attributes are documented in LGA Prospectus (Strategy 3.3.2) Sustained population growth above projected increases (like rural communities)?		X	X	X		RDA DAMA Move to More Regional NSW

PILLAR 2
Our Community

This Pillar reflects the importance of sustaining and nurturing our communities as resilient, resourceful, safe and inclusive. We are both communities of place and communities of interest. This means we gather BOTH because of where we live AND who we are. We are diverse, creative and vibrant. We are leaders, volunteers, families and friends. We are proud of, and want to celebrate, our deep and diverse culture and heritage.

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Our community wants to feel safe and supported, to live in a municipality that is relaxed, where we have opportunities to get to know our neighbours, where people are happy and friendly and where the needs of all residents, from the young to the old, and those with disabilities are treated with equity and fairness. We want to stand beside our First Nations community members, prioritising Reconciliation and a strong future for all. We uphold and protect the rights of ALL community members.

The community survey for the Community Strategic Plan asked participants What do you value most about where you live? From 11 options the two most selected options reflected the Pillar of Our Community - Small community atmosphere (quiet, safe, friendly) (64.2%), and Family and friends (61.6% of respondents).

Question 11 of the community survey asked What is your VISION for your Council area (what will it have, look and feel like)? This was an open response question with responses themed to categories. The third most mentioned categories were for Thriving, resilient populations, communities and volunteers; Existing and emerging industries are committed to our community's wellbeing and A safe and inclusive community and environment for all residents, free of crime / violence / degradation both yielded 20 mentions and A compassionate, safe welcoming and inclusive community (six mentions) and Systems to support community voice sharing and our volunteers (five mentions).

Through six community workshops and two specialist community workshops our communities also clearly shared their voices. Community members, the people, safety; and our history including First nations and early settlers; and sporting and volunteer groups were frequently noted as GREAT things about where you live. Similarly, a frequently noted CHALLENGE was around volunteer numbers and volunteer burnout, and the decline of some community groups and, for some, concerns about community safety, inclusion and well-being.

When asked about their VISION participants noted: Our volunteers are protected and supported, with consideration given to a Volunteer Coordinator role; and Our communities are welcoming, cared for, accessible and attractive to both locals and visitors. This includes footpaths, entrances and signage / information boards.

Objective 2.1 Support our existing leaders and volunteers and grow our activism skills

Strategy 2.1.1 Create a Volunteer Coordinator role within Council to offer practical, secretariat, and capacity building support to our volunteer groups;									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Seek funding for a Volunteer Coordinator position within Council (ideally a local person) to support volunteer groups with grant applications, coordinated training, and to facilitate the collective impact / strategic alignment of their purpose and goals (consider FRRR IRCF model)	DGBCS *Economic Development (inc Tourism)*	Funding secured Volunteer Coordinator employed Number of successful grant applications annually Number of coordinated training events Attendance at training events		X	X	X		Community groups All Advisory Committees FRRR Communities NSW The Centre for Volunteering Community Grants Hub
	Utilise and share as relevant advocacy messages which draw on community feedback and key data – enabling our leaders and volunteers to provide clear and aligned media messaging (newsletter / radio etc) to meet our collective needs / aspirations (align to advocacy-based Strategies 1.3.1, 1.3.2, 2.2.1, 2.2.2, 4.3.1, 4.3.3, 6.4.2)	GM Councillors DGBCS *Economic Development (inc Tourism), Community Engagement, Community Services* DIPS *Asset Management, Streetscape Maintenance*	Review all Council advocacy briefs as created through various CSP Strategies Circulate amongst Volunteers groups as relevant to the specific mandates Support with media promotion and awareness raising	X	X	X	X		Federal and State members Community Volunteer organisations All Advisory Committees

Strategy 2.1.2 Work with local schools and key organisations to develop and deliver a Volunteer Mentoring program;									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Through the Volunteer Coordinator research volunteer mentoring models for children and youth	DGBCS *Economic Development (inc Tourism), Community Engagement,*	Research completed Draft recommendations presented to key stakeholders Volunteer Mentoring Model launch First 'intake' of child and youth volunteers commence		X	X	X		Advisory Committees Community Volunteer organisations Local schools / preschools The Centre for Volunteering Community Grants Hub
	Through Council events, services and public spaces (such as parks and gardens) create safe and supported opportunities for schools to facilitate their student's participation in volunteering roles (with the added benefit of exposing young people to careers in Local Government)	DGBCS *Economic Development (inc Tourism), Community Engagement* DIPS *Asset Management, Streetscape Maintenance, Natural resource management*	Identify simple, no-cost volunteering opportunities for school students Work with schools to develop processes / policies to enable student participation Co-deliver XX student volunteering opportunities annually			X	X		Advisory Committees Community Volunteer organisations Local schools Bidgee Haven Balranald Hospital The Centre for Volunteering Community Grants Hub
	Ensure these efforts are recognised to encourage participation and pride, including locally through the Shire newsletter and at higher levels through awards programs	DGBCS *Community Engagement*	Document and photograph volunteering activities Showcase XX activities annually			X	X		Advisory Committees Community Volunteer organisations Local schools

Strategy 2.1.3 Work with employment services and key organisations to engage and support un- and under-employed community members in volunteering roles;									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		

				Delivery Years				Current Efforts	Delivery Partners / Stakeholder Links
	The Volunteer Coordinator works with employment agencies and disability services to create volunteering opportunities for adult community members who would benefit from increased participation, connection and employment skill learning	DGBCS *Human Resources, Work Health and Safety, Economic Development (inc Tourism), Community Engagement*	Local employment agencies and disability services are engaged Number of un- and under-employed community members engaged in volunteering opportunities			X	X		Advisory Committees Volunteer Groups MacKillop Community Services Employment Agencies Community Grants Hub
	Ensure these efforts are recognised to encourage participation and pride, including locally through the Shire newsletter and at higher levels through awards programs	DGBCS *Community Engagement*	Document and photograph volunteering activities Showcase XX activities annually			X	X		Advisory Committees Volunteer Groups

Strategy 2.1.4 We celebrate our community leaders, promoting their achievements at all levels. We create a culture that values and respects community leadership (EDS, Action 5.1.4);									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Continue to support the Australia Day celebration, recognising and embracing our diverse communities (from Strategy 1.2.2)	DGBCS *Community Engagement*	Annual Australia Day celebration is delivered across LGA communities	X	X	X	X		Australia Day Committee National Australia Day Council (NADC)
	Facilitate a 'Community Leader of the Month' profile within the Shire Newsletter where a community member is recognised and profiled (note each profile becomes an automatic entry in the Australia Day award ceremony)	DGBCS *Community Engagement*	Process developed to support easy nomination of community leaders 11-12 Community Leader of the Month profiles published in BSC newsletter Certificate presented to each Community Leader of the Month		X	X	X		Councillors and staff to support with identification Volunteer Coordinator Community Volunteer organisations The Centre for Volunteering Advisory Committees

Objective 2.2 Nurture and support our families to thrive as the primary place of care and first educators of their children

				Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	25/26	26/27	27/28	28/29		
2.2.1.1	Building on Objective 1.3 understand services strengths and gaps specific to families with children aged 0-18 years	DGBCS *Library Services, Community Services, Community Engagement*	Review all service gaps research Document those gaps specific to children aged 0-18 years	X	X	X	X	In-kind - SCAIWAC / SCAIWAC Project Officer (ORG funding)	Darling Murray Murrumbidgee Rural Services Network MaariMa Balranald MPS Local schools / preschools / LDC / playgroups RDHS / MVAC SCAIWAC EPAC
	Understand the needs and aspirations of our LGA families with children aged 0-18 years	DGBCS *Library Services, Community Services, Community Engagement*	Through research review and targeted research (i.e. families with children 0-18 yrs) understand the needs and aspirations of our families Summarise these understandings	X	X	X	X	In-kind - SCAIWAC / SCAIWAC Project Officer (ORG funding)	MaariMa RDHS / MVAC Local schools / preschools / LDC / playgroups EPAC SCAIWAC
	Combine community feedback with the evidence base regarding the importance of the early years to inform and develop strategic advocacy for our communities	Councillors DGBCS *Library Services, Community Services, Community Engagement*	Review national evidence base, combine with local understanding and knowledge Set clear priorities to inform advocacy Create a child, youth and family advocacy document with key statistics and identified needs	X	X	X	X		Local schools / preschools / LDC / playgroups EPAC SCAIWAC MaariMa RDHS / MVAC Department of Communities and Justice
	Continue to create and safeguard high quality and accessible public spaces where	DGBCS *Library Services, Community Services,*	Design a simple child and youth friendly Council survey about Council's public spaces Implement every 2 years	X	X	X	X	Library equipment and books $19,000 (2025/25)	SCAIWAC BBAC EPAC Local schools / preschools

Strategy 2.2.1 Understand and advocate for the needs of all our families, so parents are connected and supported, and children are safe and thriving;

families can connect and be active (Strategies 1.1.2 – 1.1.4)	*Community Engagement* DIPS *Strategic Land Use Planning, Public & Council Buildings, Swimming Pool, Parks & Reserves, Asset Management*	Document data trends, monitor and improve as needed						Parent bodies Department of Communities and Justice
Recognise and safeguard the role of extended family and community to protecting and nurturing our children, explore models which facilitate support to our families for example 'friends of' families and children	DGBCS *Library Services, Community Services, Community Engagement*	From SCAIWACs Health and Wellbeing Service Directory (Strategy 1.3.3) increase community awareness of existing Family Support Services From Action 2.2.1.1 document service gaps regarding family support and advocate accordingly Creatively respond to enduring service gaps through pilot programs, volunteer models	X	X	X	X		MaariMa Balranald MPS RDHS / MVAC Department of Communities and Justice Department of Education Local schools EPAC SCAIWAC

Strategy 2.2.2 Our early years and early intervention services meet the needs of our children and families through a blend of delivery models;									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
2.2.2.1	Extending on Objective 1.3 (and Action 2.2.1.1) identify service strengths and gaps specific to the early years (0-5 years). Identify critical workforce gaps (Early Childhood Teachers)	DGBCS *Library Services, Community Services, Community Engagement*	Refine previously documented gaps to children aged 0-5 years Identify service strengths and promote these to encourage uptake by families with children aged 0-5 years	X	X	X	X	In-kind - SCAIWAC / SCAIWAC Project Officer (ORG funding)	MaariMa Balranald MPS Maternal and Child Health RDHS / MVAC Local Preschool / LDC / playgroups SCAIWAC EPAC Balranald Library
2.2.2.2	Extending on Strategy 1.3.1 – WNSWPHNs development of an	DGBCS *Library Services,*	Refine WNSWPHNs LGA Health and Wellbeing	X	X	X	X		MaariMa Balranald MPS RDHS / MVAC

	LGA Health and Wellbeing profile further explore our early years data. Develop a baseline and clear improvement targets	*Community Services, Community Engagement*	profile with locally available Early Years data Select 3-4 key indicators to 'track' at the various data release periods to determine change						Local Preschool / LDC SCAIWAC EPAC
2.2.2.3	Create clear advocacy documents which build on Actions 2.2.2.1 and 2.2.2.2 (above) to secure the service needs of our early years' community. Consider alternative delivery models, pilot programs and partnerships with key services	GM Councillors DGBCS *Library Services, Community Services, Community Engagement*	Advocate based on knowledge, strengths and gaps identified through Actions 2.2.2.1 and 2.2.2.2 Seek Department and Service partnerships based on the opportunity for delivery models in thin / remote markets	X	X	X	X		Royal Far West Local and regional Health Services (including cross border Swan Hill and Robinvale) Department of Communities and Justice Department of Education Department of Social Services (Federal) Raising Children Network

Strategy 2.2.3 Across our municipality ~~Early~~ Childhood Education and Care services (childcare, Outside School Hours Care, preschool and school) are available at the required scale and highest levels of quality;

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
2.2.3.1	Advocate to Federal Government (childcare and Outside School Hours Care) and State Government (preschool) for adequate support to our communities to ensure gender equity and school readiness, including delivery models for remote communities such as Clare	GM DGBCS *Economic Development (inc Tourism), Community Engagement*	Document current workforce shortages across each education service Collate and develop summary Explore delivery models which support access in rural and remote communities Advocate for pay parity	X	X	X	X		Live Better Federal and State members Australian & NSW Departments of Education
	Work with Early Childhood Education and Care Services,	DGBCS *Community Engagement*	Building on Action 2.2.3.1 (above)	X	X	X	X		Live Better Euston Preschool

Early Years Managers, local schools and Departments of Education to facilitate levers for workforce development and recruitment (including housing and amenity features)	DIPS *Strategic Land Use Planning, Facilities Management, Asset Management,*	Partner and advocate to remedy shortages Consider grow your own workforce models Document successful recruitments (into either employment of pathways trainings)							Balranald Early Learning Centre Workforce Australia Australian & NSW Departments of Education Catholic Diocese Tertiary education providers (RTOs, TAFE, Universities, CUC)
Work with local schools to support informed advocacy that ensures all our children and young people receive a high standard of education	DGBCS *Economic Development (inc Tourism), Community Engagement* Councillors	Meet annually with school and preschool leadership across Balranald, Clare and Euston to understand needs and identify aligned advocacy areas	X	X	X	X			NSW Department of Education Wilcannia-Forbes Catholic Diocese SCAIWAC EPAC

Objective 2.3 We uphold the rights of all residents including those with a disability and/or experiencing under-resourcing

Strategy 2.3.1 Research and implement a comprehensive Disability Inclusion Action Plan to meet the needs of all community members;									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Drawing on the knowledge of people with lived experience, key services and community groups research and develop a Disability Inclusion Action Plan	DGBCS *Community Services, Community Engagement*	Community engagement completed DIAP developed		X				SCAIWAC MacKillop Community Services Mandala Place residents Bidgee Haven residents Community members self-nominating with lived experience Local schools Department of Communities and Justice
	Develop a DIAP Implementation Plan, setting priority actions by	DGBCS	DIAP Implementation Plan developed		X				SCAIWAC

years and resourcing requirements	*Community Services, Community Engagement*							Department of Communities and Justice
A celebration to launch the DIAP is planned and held	DGBCS *Community Engagement*	Community celebration delivered			X			SCAIWAC MacKillop Community Services Mandala Place residents Bidgee Haven residents Community members self-nominating with lived experience Local schools

Strategy 2.3.2 Advocate for and uphold the rights of all community members, with a focus on those with a disability or experiencing under-resourcing, ensuring all community members have equitable access to opportunities to participate, contribute and thrive;

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Council implements the Child Safe Organisation program through the NSW Child Safe Scheme https://childsafe.humanrights.gov.au/about/what-child-safe-organisation	GM Councillors DGBCS *Community Engagement*	Child Safe Organisation program implemented Community celebration delivered			X			Office of the Children's Guardian Local schools and preschools Balranald Library SCAIWAC
	Council becomes an accredited White Ribbon Organisation	GM Councillors DGBCS *Community Engagement, Human Resources, Work Health and Safety, Risk Management*	White Ribbon accreditation achieved Community celebration delivered			X		In-kind - SCAIWAC / SCAIWAC Project Officer (ORG funding)	White Ribbon Australia NSW Police SCAIWAC BTAC
	Create community friendly, accessible infographic to support broad community understanding of the need for and importance	DGBCS *Community Engagement*	Drawing on available collateral create an LGA			X	X	In-kind - SCAIWAC / SCAIWAC Project Officer (ORG funding)	Department of Communities and Justice SCAIWAC

of safety, inclusion and participation for all								
Council model the ability to provide safe, inclusive and equal participation opportunities to all community members through their employment and volunteering roles	GM DIPS DGBCS Councillors	With thorough planning and a commitment to high integrity and respectful experiences Council seeks to both employ and engage as volunteers' people of all abilities and backgrounds			X	X		Department of Communities and Justice SCAIWAC Community Grants Hub
Council committees ensure the respectful inclusion of people of all abilities and people experiencing sustained under resourcing in their committees	GM DIPS DGBCS Councillors	A Council Volunteer Inclusion Policy is developed directing and supporting all committees of Council in the inclusion of people of all abilities and those experiencing sustained under resourcing		X	X	X		All Committees of Council

Objective 2.4 Understand, share and showcase local culture and heritage. Achieve meaningful, empowering Reconciliation across our municipality

Strategy 2.4.1 A Reconciliation Action Plan is researched and developed locally, creating a central platform for healing and from which to move forwards (EDS, Action 5.1.1);									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	With the leadership and inclusion of First Nations people Council research and adopt its first REFLECT Reconciliation Action Plan (RAP)	GM Councillors DGBCS *Community Engagement*	Reflect RAP researched and developed https://www.reconciliation.org.au/the-rap-framework/		X	X		Reflect Reconciliation Consulting $30,000 (2025/26)	Reconciliation Australia Dept of Communities and Justice BALC MaariMa MVAC SCAIWAC / EPAC
	Develop a RAP Implementation Plan, setting priority actions by	GM Councillors DGBCS	RAP Implementation developed Year 1 priorities commence delivery			X			Closing the Gap BALC MVAC SCAIWAC / EPAC

	years and resourcing requirements	*Community Engagement*							
	A celebration to launch the RAP is planned and held	GM Councillors DGBCS *Community Engagement*	Community celebration delivered				X		BALC MVAC SCAIWAC / EPAC

Strategy 2.4.2 Council forms a First Nations Advisory Group of Council to guide decision making and work (EDS, Action 5.1.2);								
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
2.4.2.1	Council explores interest from the First Nations community for participation in a First Nations Advisory Group (FNAG) through the RAP community engagement process	DGBCS *Community Engagement* DIPS *Heritage Matters*	Community interest in a FNAG gauged If adequate interest exists proceed to Action 2.4.2.2			X			Reconciliation Australia Dept of Communities and Justice BALC MVAC SCAIWAC / EPAC
2.4.2.2	Council researches the framework for developing and sustaining a First Nations Advisory Group of Council	DGBCS *Community Engagement* DIPS *Heritage Matters*	Framework developed FNAG established FNAG meeting regularly with secretariat support				X		Reconciliation Australia Dept of Communities and Justice BALC MVAC SCAIWAC / EPAC
2.4.2.3	Council implements processes which ensure the FNAG becomes an integral part of advice seeking by Council (including Policy development – Tree Policy)	DGBCS *Community Engagement* DIPS *Heritage Matters*					X		Reconciliation Australia Dept of Communities and Justice BALC MVAC SCAIWAC / EPAC

Strategy 2.4.3 Our cultural and heritage assets are mapped, their significance recorded and protected (EDS, Action 4.1.2);								
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		

							(expenditure / projects)	
	Following the development of the RAP and appointment of a First Nations Advisory Group (TBC) Council advocates for the comprehensive mapping of cultural assets across the LGA	DIPS *Heritage Matters, Native Title* DGBCS *Economic Development (inc Tourism)*	Project Plan developed Funding secured Timeline and workplan developed to support the mapping of cultural assets across the LGA				X		FNAG BALC MVAC First nations community members Department of Climate Change, Energy, the Environment and Water Willandra Lakes Region Aboriginal Advisory Group Three Traditional Tribal Groups (3TTG)
	Through alternate funding streams and local knowledge sources Council advocates for the mapping of pioneer / European settlement heritage across the LGA	DIPS *Heritage Matters, Native Title* DGBCS *Economic Development (inc Tourism)*	Project Plan developed Funding secured Timeline and workplan developed to support the mapping of pioneer / European settlement heritage assets across the LGA					X	Local historical and arts groups, identified community members who are 'knowledge holders' Department of Climate Change, Energy, the Environment and Water

Strategy 2.4.4 Traditional owners are supported to lead and manage access to sites of cultural significance in a manner that protects the site and their ongoing connection to that site (EDS, Action 4.1.3);

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Following the development of the RAP and appointment of a First Nations Advisory Group (TBC) Council works with the LGA's First Nations communities to advocate for their rights in and support to manage sites of cultural significance	DIPS *Heritage Matters, Native Title* DGBCS *Economic Development (inc Tourism)*	Key sites of cultural significance are identified across the LGA In partnership with First Nations people and peak bodies advocate for increased First Nations management of cultural sites			X	X	Explore new funding streams such as First Nations Tourism Mentoring Program	BALC MVAC Department of Climate Change, Energy, the Environment and Water First Nations Visitor Economy Partnership Destination NSW Destination Riverina Murray

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	25/26	26/27	27/28	28/29	Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
	Research and develop a First Nations Cultural Trail spanning the LGA	DIPS *Heritage Matters, Native Title* DGBCS *Economic Development (inc Tourism)*	Project Plan developed Funding secured Research and develop a First Nations Cultural Trail across the LGA Create promotional collateral and signage Launch and advertise				X	Explore new funding streams such as First Nations Tourism Mentoring Program	FNAG BALC MVAC First nations community members Department of Climate Change, Energy, the Environment and Water First Nations Visitor Economy Partnership NSW Environment and Heritage Destination NSW Destination Riverina Murray

Strategy 2.4.5 Work with Traditional Owners and key stakeholders to enable the international significance of Mungo. Ensure the benefits of this accrue firstly to Traditional Owners, encouraging their ownership of, and employment in, these tourism assets. Support the Mungo experience as a platform for National reconciliation (EDS, Action 4.2.2);

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Following the development of the RAP and appointment of a First Nations Advisory Group (TBC) Council work with Traditional Owners and key stakeholders to realise the full potential of Mungo	DIPS *Heritage Matters, Native Title* DGBCS *Economic Development (inc Tourism)*	Increase in number of First Nations owned and operated tours to Mungo			X	X		FNAG BALC Willandra Lakes Region Aboriginal Advisory Group Three Traditional Tribal Groups (3TTG) First nations community members Department of Climate Change, Energy, the Environment and Water First Nations Visitor Economy Partnership NSW Environment and Heritage Destination NSW Destination Riverina Murray

Develop a First Nations Cultural Centre in Balranald (showcase the art, cuisine, dance, etc. and to employ staff. Cultural guided tours)	DIPS *Heritage Matters, Native Title* DGBCS *Economic Development (inc Tourism)*	Project Plan developed Stage 1 funding secured for feasibility study Progress to Stage 2 if feasibility study confirms viability					FNAG BALC MVAC First nations community members Department of Climate Change, Energy, the Environment and Water First Nations Visitor Economy Partnership NSW Environment and Heritage Destination NSW Destination Riverina Murray

PILLAR 3 **Our Economy**	This Pillar focuses on providing our community members with a range of positive opportunities for working, studying, owning, and investing. It includes thoughtfully diversifying our economy by targeting emerging and complimentary industries alongside protecting and strengthening our engine industries. The visitor economy is recognised as central – with our communities noting that many amenities that make communities a great place to live also make it a great place to visit.

This Pillar focuses on providing our community members with a range of positive opportunities for working, studying, owning, and investing. It includes thoughtfully diversifying our economy by targeting emerging and complimentary industries alongside protecting and strengthening our engine industries. The visitor economy is recognised as central – with our communities noting that many amenities that make communities a great place to live also make it a great place to visit.

Our community members told us they want a prosperous, resilient and diverse local economy that provides a range of jobs and opportunities for people of all ages – especially our young people - and a vibrant retail and hospitality sector. We want to attract innovative and progressive businesses that will ensure our communities continue to thrive and prosper. We recognise the challenge of workforce shortages and will focus on both growing our own workforce and attracting workforce to our communities to settle. We must champion local businesses, innovation, and technology and manage growth and development in line with the lifestyle priorities of our residents.

The community survey for the Community Strategic Plan asked participants What do you value most about where you live? From 11 options the eighth to 11th most selected options reflected the Pillar of Our Economy. This included: Thriving local businesses / industries (26.5%), Job opportunities (26.5%), Retail services (including eateries) (22.5%), and Access to education (post school) for young people and adults (15.9%).

Question 9 of the community survey asked participants How would you rate the level of these services across the Balranald Shire? specific to seventeen discrete areas. Significantly, Education – post school (young people, adults): was THE SECOND MOST POORLY RATED SERVICE across the Balranald Shire area. Across the entire LGA and at individual community levels (i.e. for Balranald, Euston and Rural Surrounds), Employment support services and Economic Development and Business supports / services consistently scored a weighted average of below 3 (where a score of 5 reflects a consistent rating of Very Good).

Question 10 of the community survey asked What do you think is the main challenge facing your community? This was an open response question with responses themed to categories. The third most mentioned category was for Employment / career development opportunities, especially for young people yielding 17 individual mentions. Within the same question Lack / loss / viability of local businesses yielded a further eight mentions, Workforce shortages a further

six mentions and Access to high quality education services – post school for young people and adults five mentions. Combined these demonstrate the significance of economic growth and sustainability for our communities.

Question 11 of the community survey asked What is your VISION for your Council area (what will it have, look and feel like)? This was an open response question with responses themed to categories. The equal third most mentioned category was for A thriving tourism sector yielding 20 mentions. Other response categories also indicated the significance of the Pillar of Our Economy to our communities including Education and employment opportunities and services to support people in improving their life chances (11 mentions), High quality and accessible education across the ages (eight mentions), Employment growth and Thriving businesses and retail sector (seven mentions each).

Finally, Question 12 asked respondents What is one thing you would like to see happen / achieved in your community within the next ten years? Responses were themed to categories, with categories relevant to the Our Economy Pillar including A thriving and more comprehensive retail sector and Tourism – improved advertising, signage and assets to attract and retain visitors (11 mentions each), and As a community and Council we make wise decisions about the opportunities seize and how we grow and support our existing communities and industries / businesses (six mentions).

Through six community workshops and two specialist community workshops our communities also clearly shared their voices. Local businesses and retailers; local industries (especially agriculture, diversity or agriculture, quality of produce); and the opportunities provided by emerging industries were frequently noted as a GREAT thing about where you live. Similarly, frequently noted CHALLENGES were around Workforce shortages – across all skill sets, but especially professionals; Opportunities for locals to upskill and benefit from workforce shortages, lack of adult education opportunities locally; and Community division from emerging industries, especially renewable energy.

When asked about their VISION participants noted: Our workforce is growing – both from locals and through in-migration – to meet employers' and communities' needs. The education and up-skilling of locals was central to this – from the early years into adulthood; Our local businesses / retailers are thriving and new, complimentary businesses / retailers are attracted and maintained – we are renowned as an LGA that is 'easy to do business' in and with; The impact and benefit of emerging industries is well monitored and balanced, this includes: the establishment of a Community Foundation is for attracting, holding and distributing funding from industry and a guaranteed commitment to support local businesses and employee locals; Visitors are well catered for and informed. Overnight and multiple night stays are increased, our natural beauty, history and culture is promoted, showcased and understood; and Our agricultural industries are protected.

Objective 3.1 Existing businesses and industries are supported to benefit from economic growth (EDS, Objective 1.1)

Strategy 3.1.1 Communications frameworks are activated to increase local awareness of economic growth opportunities with potential for local benefit (BSC Business Xchange, e-lists and information sessions) (EDS, Action 1.1.1);									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
3.1.1.1	The Economic Development Officer / Concierge role (Strategy 3.3.3), researches and develops an economic development communications strategy ensuring external stakeholders and potential investors are aware of the needs and opportunities presented across the LGA in a timely manner	DGBCS *Economic Development (inc Tourism), Community Engagement*	Key external stakeholders and potential investors contact list developed Key collateral (Prospectus etc) shared as relevant Invitations to key events and 'meet & greet' opportunities shared External industry and investor stakeholder network grown		X	X	X		Local businesses Regional NSW Business NSW Industry – emerging, existing and sought after Potential investors
3.1.1.2	Council utilises existing mechanisms (Council newsletter, Rates Notices) and medias (newspapers, radio, social media) to ensure Shire communities are aware of economic development opportunities including employment, training, industry tours, grants and rebates	DGBCS *Economic Development (inc Tourism), Community Engagement*	Deliver key messaging as agreed and required Track change in levels of knowledge of EcoDev needs and opportunities	X	X	X	X		Local businesses Regional NSW Business NSW GBITAC REBA

Strategy 3.1.2 Understand the accreditation, licencing and procurement needs of emerging industries. Inform local industry and business and attract relevant trainings to support with accreditation/licencing (EDS, Action 1.1.2);									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	25/26	26/27	27/28	28/29	Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
3.1.2.1	The Economic Development Officer / Concierge role (Strategy 3.3.3) researches the accreditation, licencing and procurement needs of existing and emerging industries and develops and implements a staged suite of trainings to respond (alignment to Strategy 3.5.1)	DGBCS *Economic Development (inc Tourism), Human Resources*	Accreditation, licencing and training needs of local industries mapped Local and regional training providers mapped (including Alternate Delivery Models) Funding secured to commence a suite of core skill training for local residents	X	X	X	X	Explore opportunities through NSW Fee Free training	Industry – emerging, existing and sought after TriState Workforce movement Skills NSW (Department of Education) TAFE RTOs Universities
3.1.2.2	The Economic Development Officer / Concierge role (Strategy 3.3.3) partners with schools, employment agencies and the broader community to promote training / upskilling opportunities in line with the needs identified above	DGBCS *Economic Development (inc Tourism), Human Resources*	Careers Night held annually Connect young people and un- and underemployed community members to core skills training opportunities	X	X	X	X		Schools Employment Agencies TAFE RTOs Universities

Strategy 3.1.3 Map local business and industry to support their full utilisation by larger emerging industries such as mining and renewables (EDS, Action 1.1.3);									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	**Delivery Years**				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Research and develop a local business Factsheet (providing a brief summary of each local business, the services / products they offer and key business information including trading hours, contact details) for circulation to existing and emerging industries and businesses to support an increase in local purchasing	DGBCS *Economic Development (inc Tourism)*	Local Business Factsheet developed Circulated to industry contact list (Strategy 3.1.1) Monitor increases in local spending Update annually	X	X	X	X		Local businesses Regional NSW Business NSW GBITAC REBA Industry – emerging, existing and sought after
	Include Factsheet in any economic prospectus development (Strategy 3.3.2)	DGBCS *Economic Development (inc Tourism)*	Local Business Factsheet included in Balranald Shire Prospectus (Strategy 3.3.2)	X					Local businesses Regional NSW Business NSW GBITAC REBA

									Industry – emerging, existing and sought after
	Understand industry supply chain needs and opportunities and collaborate with businesses to help support a diverse and growing local / regional economy	DGBCS *Economic Development (inc Tourism)*	Through key external stakeholders and potential investors contact list (Action 3.1.1.1) Understand industry supply chain needs and opportunities Connect locally available services / businesses where available / relevant Increase in local spending by industry		X	X	X		RDA Department of Primary Industries and Regional Development Regional NSW Local businesses Industry – emerging, existing and sought after
	Undertake a business retention and expansion study to support local businesses to capitalise on opportunities for growth	DGBCS *Economic Development (inc Tourism)*	Funding secured to undertake study Business retention and expansion study completed Findings shared with local businesses in accessible / translatable ways			X	X		Local businesses Regional NSW Business NSW GBITAC REBA

Objective 3.2 The importance of the agricultural and horticultural industries is protected (EDS, Objective 1.2)

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
Strategy 3.2.1 Manage residential encroachment onto agricultural / horticultural land (EDS, Action 1.2.1);								
	The enduring value of our engine industries (including agriculture, tourism, service sector) is understood and protected	DGBCS *Economic Development (inc Tourism)* DIPS *Strategic Land Use Planning*							RDA Department of Primary Industries and Regional Development Regional NSW

Planning through the LEP manages the potential challenges and land use restrictions and implications where agricultural (and industrial) use land meets residential areas	DGBCS *Economic Development (inc Tourism)* DIPS *Strategic Land Use Planning, Natural resource management, Crown Lands, Native Title*	Annual review?	X	X	X	X	$5,000?	Community Property Developers Crown Lands EPA

Strategy 3.2.2 Consider the impact of emerging industries encroachment onto agricultural / horticultural land to food/fibre security (EDS, Action 1.2.2);								
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Council is aware of the impact of emerging industries encroachment onto agricultural / horticultural land (including the risk of contamination of produce). Council explores the approach of peer LGAs in response to these concerns	DIPS *Strategic Land Use Planning*	Consider global market forces driving industry change Advocate for support for industry transitions as needed	X	X	X	X		EPA RDA Department of Primary Industries and Regional Development Regional NSW
	Cumulative impacts of the development of the South West Renewable Energy Zone (SWREZ) are comprehensively understood and strategically planned for across our LGA. An accountability mechanism is accessed / developed.	GM DIPS *Development Control* DGBCS *Economic Development*	Scale of SWREZ understood Development locally mapped against peer / like developments Advocacy for 'to scale' development managing for cumulative impacts	X	X	X	X		EnergyCo South West REZ Regional Reference Group NSW Government EPAC GBITAC
	Cumulative impacts of the development of mineral sands mining is understood and strategically planned for across our LGA	GM DIPS *Development Control* DGBCS *Economic Development*	Development locally mapped against peer / like developments Full understanding of costs to infrastructure and community and industry compensates accordingly	X	X	X	X		NSW Mining Minerals Council of Australia EPAC GBITAC

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Through existing groups such as the Environmental water advisory group (EWAG) understand the scale of water bought from and returned to the Balranald LGA	GM Councillors DIPS *Natural Resource Management* DGBCS *Economic Development*	Attendance at EWAG meetings Collection of statistics to inform volume of water bought and returned to LGA	X	X	X	X		Murray Darling Association Federal and State members EWAG Restoring our Rivers DCCEEW
	Advocate for a return of environmental water commensurate with the volume bought to ensure the ongoing integrity of our river, creek, lake and wetland systems	GM Councillors DIPS *Natural Resource Management* DGBCS *Economic Development*	Continue informed advocacy regarding the return of water to the LGA	X	X	X	X		Murray Darling Association Federal and State members Restoring our Rivers DCCEEW
	Apply to the NSW Sustainable Communities Program Early Investment Round to reduce possible impacts of the Water Buy Back		Application submitted Application successful Plan for project delivery developed	X	X	X	X	Grant funds (if application is successful)	NSW Government

Strategy 3.2.3 Advocate to ensure the impact of the Water Buy back does not inequitably impact South West NSW. Ensure bought water is returned to the area for environmental gains (EDS, Action 1.2.3);

Objective 3.3 Emerging and prospective industries and businesses are aware of and attracted to the LGA (EDS, Objective 1.3)

Strategy 3.3.1 A review of long-term strategic land use planning is undertaken drawing on state level expertise and local knowledge to determine placement and enable growth in residential, recreational, commercial and industrial land. This planning is long term, strategic and sustainable and considers all stakeholders. It is visionary about healthy, safe communities (EDS, Action 1.3.1);

	Action (as an Outcome)		Target / Measure	Delivery Years		

Action Code		Responsible Functional Area		25/26	26/27	27/28	28/29	Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
	Seek funding to undertake a comprehensive and highly informed land use planning process. Ensure local knowledge is integrated with national / international expertise and best practice	DIPS *Strategic Land Use Planning* DGBCS *Community Engagement, Economic Development*	Funding secured to support land use planning process Understand community expectations regarding land use (from previous research). Undertake targeted engagement if knowledge gaps exist Develop Guide sheet of current community expectations		X	X			State and Federal Governments RDA Department of Primary Industries and Regional Development Regional NSW Planning NSW
	Facilitate the development commercially viable employment precincts in the communities of Balranald and Euston	DIPS *Strategic Land Use Planning* DGBCS *Economic Development*	Employment / industry precincts identified in Balranald and Euston Funding secured to enable development of precincts		X	X	X		State and Federal Governments RDA Department of Primary Industries and Regional Development Regional NSW Planning NSW Industry – emerging, existing and sought after

Strategy 3.3.2 A high level LGA Prospectus is developed (with supporting promotional materials) detailing endowments and opportunities and listing the preferred investments, industries and businesses (EDS, Action 1.3.2);									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Seek funding to undertake a comprehensive and highly informed Business Prospectus for the LGA, towns and villages. Ensure local knowledge is integrated with	DGBCS *Economic Development* DIPS *Strategic Land Use Planning,*	Funding secured Research brief developed (if Prospectus development is being outsourced) Prospectus developed		X	X			Regional Development Australia Federal and State members Regional NSW Planning NSW

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	25/26	26/27	27/28	28/29	Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
	national / international expertise and best practice	Development Control							
	The Economic Development Officer / Concierge role (Strategy 3.3.3) promote and disseminate the completed prospectus (Strategy 3.1.1)	GM Councillors DGBCS Economic Development	Number of stakeholders receiving the Prospectus (internal and external to LGA) Follow-up contacts from Prospectus Completed economic development activities commencing from the Prospectus			X	X		Regional Development Australia Federal and State members Regional NSW Planning NSW Industry – emerging, existing and sought after

Strategy 3.3.3 An Economic Development Officer/Team/ Concierge role is created and funding secured (could be shared role between neighbouring LGAs) providing a single entry and advocacy point for all Economic Development enquiries (EDS, Action 1.3.3);									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	25/26	26/27	27/28	28/29	Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
	Engage with neighbouring LGAs to gauge interest in a shared Economic Development Officer / Concierge position	GM DGBCS Economic Development	Economic Development Officer / Concierge position description is drafted Neighbouring LGAs are approached and presented Economic Development Officer / Concierge role Interest or otherwise is confirmed	X					WSC / HSC / MRC – others as identified (consider cross border Councils also)
	Funding is sought (in partnership with neighbouring LGAs if interested) for the establishment of an Economic Development Officer / Concierge role(s)	GM DGBCS Economic Development	If neighbouring LGAs are interested in a shared position delivery and governance model is co-created Funding is secured	X					Partner LGAs RDA Regional NSW Industry – emerging, existing and sought after
	Once recruited the Economic Development Officer / Concierge role is broadly promoted and commences actively engaging with industry and business	GM DGBCS Economic Development	EDO / Concierge position commences delivery Key industry contacts (Action 3.1.1.1) are engaged	X	X	X	X		RDA Murray RDA Far West (including newly recruited position) Regional NSW

			Requests for support / follow-up advice are catalogued Following first year of operation user evaluation survey administered						Industry – emerging, existing and sought after

Strategy 3.3.4 An inter LGA Economic Development Advisory Group is formed utilising Council and local knowledge and representation from key industries (EDS, Action 1.3.4);

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	The Economic Development Officer / Concierge (Strategy 3.3.3), especially if an inter-LGA position, leads the development of an inter-LGA Economic Development Advisory Group (EDAG) and provides ongoing secretariat support	GM DGBCS *Economic Development*	Confirm interest in an inter-LGA Economic Development Advisory Group If interest exists a delivery and governance model is co-created		X				Partner LGAs (if relevant)
	Representation from key industries on the EDAG is sought. Representatives should be at the highest available local oversight roles – with capacity to provide leverage both up and down through the organisation / industry	GM DGBCS *Economic Development*	Key industries are identified and invited to the EDAG Meetings commence (suggest tri-annually) Attendance is mapped		X	X	X		Partner LGAs (if relevant) Industry – emerging, existing and sought after Departmental stakeholders

Strategy 3.3.5 Preferred investment interests, businesses, industries and services are proactively sought out and welcomed (EDS, Action 1.3.5);

Action Code	Action (as an Outcome)	Responsible Functional Area / Position	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		

Action	Responsible Functional Area	Target / Measure	25/26	26/27	27/28	28/29	Current Efforts	Delivery Partners / Stakeholder Links
Drawing on community's feedback (captured through CSP, EDS, DMP), EDAG knowledge and the Prospectus the Economic Development Officer / Concierge actively seeks out and works to attract those investments, businesses, industries and services identified as preferred / required	GM DGBCS *Economic Development*	Preferred / required industries and services are shortlisted EDO / Concierge commences contact with shortlisted industries and services Number of new industries / services attracted into the LGA annually		X	X	X		RDA Regional NSW Planning NSW Tri-State Workforce movement Our Place (REWN)
Create an efficient and cost-effective Regulatory environment for doing business	GM DGBCS *Economic Development* DIPS *Strategic Land Use Planning, Development Control*	Review of barriers to investing / developing within the Balranald LGA Act to address those barriers within the control / mandate of BSC	X	X	X	X		RDA Regional NSW Planning NSW Department of Primary Industries and Regional Development

Objective 3.4 Our broad visitor economy potential is recognised, understood and enabled (EDS, Objective 1.4)

Strategy 3.4.1 The BSC Destination Management Plan is recognised as the key visitor economy planning document to be applied in parallel to the Economic Development Strategy (EDS, Action 1.4.1);								
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Implement Destination Management Plan actions	DGBCS *Economic Development*	DMP actions implemented as per the DMP timelines and priorities	X	X	X	X		Destination NSW Destination Riverina Murray Partner / neighbour LGAs

Strategy 3.4.2 Encourage visitor geographic dispersal and length of stay						
	Action (as an Outcome)		Target / Measure	Delivery Years		

Action Code		Responsible Functional Area		25/26	26/27	27/28	28/29	Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
	Develop self-drive and walking tour experiences that move visitors around the LGA (EDS, Action 1.4.2);	DGBCS *Economic Development* DIPS *Asset Management*	Utilise existing walking trails (Strategy 1.1.2) more comprehensively though improved advertising Increased trail pedestrian traffic Collate and promote existing self-drive trails		X	X	X		Destination Riverina Murray GBITAC / EPAC / BBAC Kyalite Progress Association
	Finalise and activate the Far South West Heritage & Cultural Trail	DGBCS *Economic Development* DIPS *Asset Management*	All infrastructure / signage installations completed Marketing & activation Plan developed Number of visitors accessing FSWH&CT promotional materials and resources	X	X	X	X	$300,000 (application through Federal Sustainability Grant)	Far South West Heritage & Cultural Trail member LGAs Destination Riverina Murray GBITAC / EPAC / BBAC Kyalite Progress Association
	Sculpture Trail along the rivers in Balranald, Euston and Kyalite	DGBCS *Economic Development* DIPS *Asset Management*	Project Plan developed Funding secured Sculptures researched and commissioned		X	X	X		Destination Riverina Murray GBITAC / EPAC / BBAC Kyalite Progress Association
	Southern Cross Exhibition Audio/Visual equipment to facilitate self-guided tours		Project Plan developed Funding secured Southern Cross story captured and developed into a self-guided tour		X	X	X		Southern Cross volunteer group NSW Environment and Heritage Destination Riverina Murray GBITAC

Strategy 3.4.3 Continue to facilitate a broadening suite of accommodation options to meet visitor demand and encourage overnight and extended stays (EDS, Action 4.4.3);									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		

Action	Responsibility	Target / Measure					Budget	Partners
Drawing on opportunities identified in the Prospectus (Strategy 3.3.2) encourage investor interest in visitor accommodation options	DGBCS *Economic Development* DIPS *Strategic Land Use Planning*	Utilising the Prospectus and investor key contacts promote LGA development opportunities Catalogue investor interest and investment			X	X			RDA Regional NSW Planning NSW Local State and Federal Members
Continue to pursue funding streams to deliver the full Balranald Caravan Park Masterplan re-development. Explore the long-term ownership model for the Balranald Caravan park to enable most beneficial return on investment	DIPS *Asset Management* DGBCS *Economic Development*	Funding application to Sustainability Grant submitted Key Stages 1-4 funded and delivered Key Stages 5-9 funded and delivered	X	X	X	X	Fencing for security $28,000 (2025/26) Irrigation System $15,000 (2025/26) Stages 1-4 ~$7.5M Stages 5-9 ~ $1.2M	RDA Regional NSW Planning NSW Federal Government
Upgrades to the Public Camping Ground at Lake Benanee (3 stage proposal)	DIPS *Asset Management* DGBCS *Economic Development*	Funding sourced Stage 1 delivered (Initial Upgrades) Stage 2 delivered (Infrastructure Upgrades) Stage 3 delivered (Long term development & Revenue Generation)			X	X	Stage 1: $45,000 (2025/26) Stage 2: $50,000 (2025/26) Stage 3: Still to be costed	Regional NSW Planning NSW Destination NSW Destination Riverina Murray
Provide resources and training (if adequate interest) to encourage local residents to explore house sharing and small homes strategies	DIPS *Development Control* DGBCS *Economic Development*				X			Planning NSW (Regional Housing) NSW Planning Portal
Draw on findings from the Housing Strategy to further explore feasible visitor accommodation options	DIPS *Strategic Land Use Planning* DGBCS *Economic Development*	Capitalise / build on any specific opportunities which may be identified through the Housing Strategy	X	X				Planning NSW

Strategy 3.4.4 Plan and provide for adequate visitor amenity at key visitor sites, including lighting, signage, public toilets, seating and shade (EDS, Action 4.4.4);					
	Action (as an Outcome)		Target / Measure	Delivery Years	

Action Code		Responsible Functional Area		25/26	26/27	27/28	28/29	Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
	Drawing on relevant plans and strategies collate, prioritise and seek funding to undertake identified works to support visitor amenity specific to lighting, signage, public toilets, seating and shade	DIPS *Asset Management, Streetscape Maintenance, Parks & Reserves* DGBCS *Community Engagement*	Collate all community and visitor amenity feedback from previous research and planning Provide to Streetscape Master Planning process List items prioritised Funding secured Annual priority list achieved		X	X	X	Street Lighting Subsidy $50,000 (2025/26) Street Lighting Maintenance $20,000 (2025/26)	Regional NSW Planning NSW Destination NSW Destination Riverina Murray
	Deliver on signage recommendations from BSC Settlement Strategy for gateway, directional, interpretive and way finding signage (EDS, Action 1.4.2);	DIPS DGBCS *Economic Development*	Signage implementation plan developed, and priority signage noted Funding secured Signs designed and installed		X	X	X		RDA Regional NSW Destination NSW Destination Riverina Murray GBITAC / EPAC / BBAC Kyalite Progress Association
	Electronic Information Boards for Balranald & Euston	DIPS DGBCS *Economic Development*	Project Plan developed Funding sourced Increased community and visitor awareness of key announcements & upcoming events		X	X	X		RDA Regional NSW Destination NSW Destination Riverina Murray GBITAC / EPAC / BBAC
	Improved River Access through the installation of pontoons/wharf in Balranald (caravan park) Euston & Kyalite	DIPS *Natural Resource Management, Asset Management* DGBCS *Economic Development*	Audit of existing River Access infrastructure Project Plan developed Funding sourced Installations completed in Balranald, Euston and Kyalite		X	X	X		RDA Regional NSW Destination NSW Destination Riverina Murray GBITAC / EPAC / BBAC Kyalite Progress Association
	Upgrade of the Southern Cross Exhibition Building including Air-conditioning. Explore with the Southern Cross committee ownership models for this exhibition longer term.	DGBCS *Economic Development*	Project Plan developed Funding sourced		X				Southern Cross volunteer group NSW Environment and Heritage Destination Riverina Murray GBITAC

Objective 3.5 We understand local/ regional workforce training and skills gaps and actively support remediation (EDS, Objective 3.1)

Strategy 3.5.1 Work with engine and emerging industries to clearly identify skills gaps. Focusing on the most prevalent gaps plan a skills remediation strategy which includes a plan for industry's contribution (EDS, Action 3.1.1);									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Drawing on the human resources and knowledge established through Strategies 3.1.2, 3.3.3 and 3.3.4 finalise a skills gap audit with engine and emerging industries	DGBCS *Economic Development (inc Tourism)*	Undertake a skills gap audit with engine and emerging industries Comprehensive skills gap list developed			X			RDA Jobs and Skills Australia Regional NSW TriState Workforce Our Place REWN
	Based on the skills gap audit develop a skills remediation strategy which identifies funding sources (including potential contributions from industry) and training providers	DGBCS *Economic Development (inc Tourism)*	Based on gaps develop a skills remediation strategy Prioritise highest demand skills Identify funding sources Identify training providers			X			RDA Jobs and Skills Australia Regional NSW TAFE and RTOs Universities
	Promote and deliver training schedule (alignment to Strategy 3.1.2)	DGBCS *Economic Development (inc Tourism)*	Number of trainings scheduled annually Number of people attending each training Number of people achieving formal certification in high gap areas			X	X		Local networks Industry – emerging and existing RDA Jobs and Skills Australia Regional NSW TAFE and RTOs Universities

Strategy 3.5.2 Council works with key community groups and the broader community to advocate for increased post school / tertiary training provision locally (EDS, Action 3.1.2);									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		

								(expenditure / projects)	
	Drawing on learnings gained through Strategies 2.1.2, 3.1.2 and 3.5.1 Council collates key knowledge / training gaps (for all workforce), mapping these against current post school training and education opportunities	DGBCS *Economic Development, Human Resources*	Key knowledge and training gaps mapped across LGA; high-need training gaps prioritised Key training opportunities mapped across LGA (including proximate provision – Robinvale, Swan Hill, Mildura, Hay)			X			RDA Jobs and Skills Australia TAFE and RTOs Universities
	From this mapping Council develops a training / tertiary education provider request for services cataloguing our workforce skills gaps. Circulate request for services to prospective providers for a blend of commercial (i.e. user pays) and funded provisions	DGBCS *Economic Development, Human Resources*	Local and regional tertiary education providers catalogued Providers of high-need training gaps identified Request for services distributed to providers 2-3 additional trainings offered or accessible locally (including through ADMs)			X	X		RDA Jobs and Skills Australia TAFE and RTOs Universities Local State and Federal Members TriState Workforce Movement

Strategy 3.5.3 Continue engagement in cross border networks to advocate for a National accreditation and licencing system for key industries and other practical strategies to address workforce and skills shortages (EDS, Action 3.1.3);									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Council continues to participate as a key stakeholder in cross-border groups and discussions	GM Councillors DGBCS *Economic Development*	Attendance at relevant cross border / TriState meetings and conferences	X	X	X	X		Cross Border Commissioners TriState Workforce Movement Swan Hill & Surrounds Housing Strategy
	Council joins advocacy for a National accreditation and licencing system for key industries	GM Councillors DGBCS *Economic Development*	Participation in advocacy efforts	X	X	X	X		Cross Border Commissioners RDA Jobs and Skills Australia TAFE and RTOs Universities

Objective 3.6 Create the conditions for and actively support population and skills attraction (EDS, Objective 3.4)

Strategy 3.6.1 Support initiatives that promote and/or provide incentives for population migration to the Shire and the region (EDS, Action 3.4.1;									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Pursue amenity improvements outlines in Objectives 1.1, 4.1 and 4.2. Increased and diverse housing supply is central to this Objective 4.2.	DGBCS *Economic Development* DIPS *Asset Management, Strategic Land Use Planning, Development Control*	Number of amenity improvements made annually	X	X	X	X		State and Federal Departments / funding streams dependent on specific amenity need
	Economic Development Officer / Concierge research all available population and skills attraction incentives and initiatives, apply / subscribe to those relevant	DGBCS *Economic Development*	Available population and skills attraction incentives and initiatives researched and understood Best aligned incentives and initiatives invested in / subscribed to Population growth monitored		X	X	X		RDA Jobs and Skills Australia Move to More etc

Strategy 3.6.2 Activate opportunity to the Designated Area Migration Agreement (DAMA) initiative within the RDA Murray region (EDS, Action 3.4.3);									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Understand and connect with the DAMA initiative	DGBCS *Economic Development*	Connect to DAMA through RDA Murray			X	X		RDA Skilled Migration and Designated Area Migration Agreement

			Identify any workforce alignments / possibilities						
	Pursue and promote DAMA opportunities across the LGA to fill identified key workforce shortages	DGBCS *Economic Development*	Count workforce recruitments made through DAMA			X	X		RDA Skilled Migration and Designated Area Migration Agreement

Strategy 3.6.3 Investigate local solutions to workforce gaps by exploring more flexible working arrangements, workforce sharing and role sharing models (EDS, Action 3.4.4);

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Drawing on knowledge gathered through Strategy 1.3.3 and Objective 3.5 understand local skills sets currently being underutilised or inhibited by employment parameters (for example inflexible shift and role structures)	DGBCS *Economic Development*	Advocate for increased employment flexibility from large industry employers to enable more locals to benefit from employment	X					NSW Mining Minerals Council of Australia Iluka Tronox EPAC GBITAC
	Place responsibility back onto larger employers to offer flexible working arrangements which enable greater employment opportunities and benefits to accrue to locals	DGBCS *Economic Development*	Increased number of locals employed in mining	X	X	X	X		Emerging industries

PILLAR 4
Our Infrastructure

This Pillar directs the timely, sustainable and well-planned development and maintenance of fit for purpose community infrastructure – including roads, footpaths, utilities (water, waste and power), telecommunications and technologies, and public buildings. This Pillar also guides and enables private infrastructure investments across our communities, particularly in housing and economic infrastructure.

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Informed and highly skilled community planning is paramount to this and wherever local knowledge is not available it should be outsourced. Excellent community planning ensures our community members can move about safely, come together easily and live in ways that build positive lifestyles whilst protecting the environment and growing the economy. Quality planning ensures we are a well-designed region that includes a variety of housing types, densities, locations and price points with the services, utilities and spaces to compliment.

The community survey for the Community Strategic Plan asked participants *How would you rate the overall quality of infrastructure across Balranald Shire?* specific to seven discrete areas (Road networks, Water and sewer supply, Waste disposal, Footpaths, Parks and playgrounds, Sport and recreation facilities, and Shared public spaces). Respondents were asked to select the response most accurate for them along the scale from Very Poor, Poor, Average, Good or Very Good. Weighted average results (where the higher reflects a more positive rating) demonstrate community assessments.

Of significance across the entire LGA the most positively rated infrastructure item was *Sport and recreation facilities* and the least positively rated were the *Road networks*. For the Balranald community the most positively rated infrastructure item was *Sport and recreation facilities* and the least positively rated were *Footpaths*. Across the Euston community the most positively rated infrastructure item was *Waste disposal* and the least positively rated were *Shared public spaces*. Amongst all infrastructure items the Euston community had the highest number with a weighted average of LESS THAN three. Across the Rural Surrounds communities, the most positively rated infrastructure item was *Shared public spaces* and the least positively rated were *Road networks*.

The value of public spaces for our communities is, for the most, part positively reflected in assessments of accompanying infrastructure – with the exception of Euston. This highlights Euston as a priority for investments in and improvements to *Shared public spaces*. Investment in *Road networks* continues to be an infrastructure priority right across the LGA.

Question 9 of the community survey asked participants *How would you rate the level of these services across the Balranald Shire?* specific to seventeen discrete areas. *Affordable housing* was the most poorly rated service (second to *Mental Health Care*) for the entire LGA. *Public / Community Transport, Affordable housing* and *Telecommunications* also all rated poorly at both the LGA level and within communities with a weighted average of below 3 (where a score of 5 reflects a consistent rating of Very Good). The expectation from our communities for quality and accessible *Affordable housing* and *Telecommunications* when set against these poor ratings shows a specific performance gap.

Question 10 of the community survey asked *What do you think is the main challenge facing your community?* This was an open response question with responses themed to categories. The second most mentioned category was for *Housing supply and affordability* yielding 20 individual mentions. Within the same question *Road conditions* yielded a further six mentions.

Question 11 of the community survey asked *What is your VISION for your Council area (what will it have, look and feel like)?* This was an open response question with responses themed to categories. Several response categories were relevant to the Pillar of Our Infrastructure – indicating its importance to our communities. *A safe, well-maintained road network* yielded 13 discrete mentions, *Community infrastructure (buildings, footpaths, services including town water) is well maintained and meets community's needs* (11 mentions), *Equity of spread of community development and infrastructure* (8 mentions), and *Comprehensive and consistent / reliable telecommunications* (5 mentions).

Finally, Question 12 asked respondents *What is one thing you would like to see happen / achieved in your community within the next ten years?* Responses were themed to categories, with the fourth most mentioned category relevant to the Our Infrastructure Pillar - *Safe, well-maintained roads and improved transport safety (including truck bypasses and parking bays)* (17 mentions), *More housing to meet the diverse needs of the community and required workforce, new housing estates opened up* (12 mentions) and *An extended network of footpaths, safe and well-maintained* (6 mentions).

Through six community workshops and two specialist community workshops our communities also shared their voices. Community and Council assets and infrastructure was frequently noted as a *GREAT thing about where you live*. Within the Pillar of Our Infrastructure there were multiple frequently noted *CHALLENGES* including: Housing shortages; Achieving well-considered and sustainable town planning across all our communities; Road maintenance; The cost of ongoing beautification, town and community maintenance, effective and comprehensive signage; Reliability of power supplies, especially for rural communities; Reliability of telecommunications, especially when travelling; Improving waste management and recycling services; and the implementation of a Logical and sustainable community / rural addressing model.

When asked about their *VISION* participants noted: Our local roads are well maintained and provide safe passage, we advocate for State and Federal highways that are fit for purpose and that both encourage economic benefits whilst protecting the safety of pedestrians; and there is improved reliability and universal access to utilities such as power, telecommunications and water.

Objective 4.1 Our amenity infrastructure enables active, inclusive, enjoyable, sustainable and safe lifestyles

Strategy 4.1.1 Council comprehensively reviews all Council owned infrastructure, ensuring clear planning for each infrastructure item in line (as far as is practical) with the needs and expectations of communities;									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Develop a comprehensive Asset Management Plan which clearly states all expected services levels (including subplans in Flood, Footpaths, Waste, Roads, Buildings and Recreational spaces etc) which	DIPS *Asset Management, Streetscape Maintenance, Parks & Reserves, Sewage Treatment Plants, Water Treatment Plants, Street Tree Management, Swimming pool, Waste Management*	Asset Management Plan developed Ongoing maintenance and services level expectations met Community Satisfaction Survey results	X	X	X	X	$400,000 Sports Grounds maintenance and electricity $77,200 (2025/26)	Community State and Federal Government Planning NSW
	Upgrade to Balranald Aerodrome to enhance operational capacity, accessibility and safety aligning with regional growth and economic development objectives	DIPS *Asset Management, Strategic Land Use Planning, Development Control* DGBCS *Economic Development*	Funding secured Land purchased Design process completed Project put to tender Successful tendered secured Staff training completed Upgrade completed	X		X	X	Purchase land for Aerodrome $1,500,000 (2025/26) $6,252,526 (Ex. land purchase. Inc. Materials, Capital expenditure, Tender Design & Process costs, Contingency & Other Costs, Contractors, Employee Costs, Aviation Safety related staff training	

Strategy 4.1.2 Continue to develop comprehensive and accessible active transport options throughout our communities including footpath networks and walking trails;

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Develop Footpaths Strategy within the Asset Management Plan	DIPS *Asset Management, Streetscape Maintenance*	All medium to high use walking paths are sealed to XX standard All low use walking paths with documented all-abilities pedestrian access required are sealed to XX standard		X	X	X	Footpaths Maintenance Balranald $20,000 (2025/26) Footpaths Maintenance Euston $7,500 (2025/26)	Planning NSW Department of Communities and Justice Bidgee Haven Hostel Committee SCAIWAC / BBAC / EPAC
	Refer to DIAP for accessibility specific priorities (see Strategy 2.3.1) regarding active transport	DGBCS *Community Services, Community Engagement* DIPS *Asset Management, Streetscape Maintenance*	DIAP is reviewed in line with Footpaths Strategy and Asset Management Plan to ensure people of all abilities are able to participate in Council and community events and activities	X	X	X	X		Planning NSW Department of Communities and Justice Bidgee Haven Hostel Committee SCAIWAC / BBAC / EPAC

Strategy 4.1.3 Water treatment, supply and pressure systems meet the needs of current and future generations;									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Develop Integrated Water Cycle Management Strategy (IWCMS) for Balranald and Euston	DIPS *Asset Management, Stormwater Management, Emergency Management, Streetscape Maintenance, Natural Disaster Response, Parks & Reserves, Sewage Treatment Plants,*	IWCMS developed Implementation Plan developed; Implementation commences	X	X	X	X		Department of Planning and Environment NSW Health Planning NSW WaterNSW Environmental Protection Authority

				25/26	26/27	27/28	28/29		
		Water Treatment Plants, Natural Resource Management, Swimming Pool							
	Monitor to ensuring the IWCMS continues to meet the growth potential of our communities enabled through the LEP and any residential and industrial developments	DIPS Asset Management, Sewage Treatment Plants, Water Treatment Plants	https://water.dpie.nsw.gov.au/our-work/local-water-utilities/local-water-utility-performance for monitoring and reporting Annual NSW Water Supply and Sewerage Performance Monitoring Report		X	X	X	Water (Reservoir refurbishment, raw water mains scour, Smartmeters) $780,000 (2025/26) Sewer (pumps, lifting chains, switchboards, CCTV, pipework, refurbishments) $570,000 (2025/26)	Department of Planning and Environment NSW Health Planning NSW WaterNSW Environmental Protection Authority
	Design and install Kyalite Raw Water system (to provide a centralised water supply system from Wakool River with capacity to meet current and future demand)	DIPS Asset Management DGBCS Economic Development	Kyalite Raw Water supply system designed Quotes sought for supply and installation System purchased and installed	X	X			<$350,000 (inc. Electrical, river pump, supply to house blocks, metering, legal & operational [over 30years])	Kyalite Progress Association

Strategy 4.1.4 Rural addressing is reviewed in line with current best practice to meet the needs of our rural communities particularly in reference to emergency and communications services;

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Continue to support a rural addressing model that meets the needs of our communities	DIPS Emergency Management, Natural Disaster Response	In draft budget	X	X			$100,000	Community Geographical Naming Board State Government Regional Development and Delivery
	Increase awareness raising regarding emergency service systems, for example Emergency Plus app	DIPS Emergency Management, Natural Disaster Response	Emergency Plus app promotion program Uptake amongst residents of the		X	X	X		LEMAC Regional Development and Delivery

	"What 3 words" – this is an official app used by all emergency services across Australia that enables pinpoint mapping		Emergency Plus app monitored annually						

Objective 4.2 Greater diversity in, and availability of, housing stock with utilities and amenity assets to support (EDS, Objective 2.1)

Strategy 4.2.1 A considered and sustainable approach to housing solutions is developed including through new housing and re-purposed existing housing. Suitable land for new builds is identified and promoted including through infill of vacant land within communities and through new residential estates (EDS, Action 2.1.1);

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Research and develop a comprehensive and current shire-wide Housing Strategy Commence implementation	DIPS *Strategic Land Use Planning, Development Control*	Housing strategy developed Highest priorities of Housing Strategy are implemented	X	X	X	X	$80,000	Planning NSW Housing Delivery Authority GBITAC / EPAC
	Recruit and employ a full time Strategic Planner (Housing and Growth), development planning documentation fully reviewed and updated	DIPS DGBCS *Human Resources*	Funding secured Strategic Planner (Housing and Growth) employed Development planning documentation updated or developed	X	X	X	X	$571,790	Planning NSW Housing Delivery Authority GBITAC / EPAC
	Through the Housing Strategy update LEP to reflect community expectations gathered from the CSP process	DIPS *Strategic Land Use Planning, Development Control* DGBCS *Community Engagement*	LEP updated with key learnings and recommendations from the Housing Strategy		X				Planning NSW Housing Delivery Authority
	Implement Housing Strategy recommendations to ensure a high quality, to scale provision of essential worker housing across all communities for Balranald Shire	DIPS *Strategic Land Use Planning, Development Control,*	Project Plan developed Funding secured A proportion of all new and re-purposed housing is available for harder to	X	X				Planning NSW Housing Delivery Authority GBITAC / EPAC

	Council Staff (parallel to Strategy 1.3.3) and essential workers identified through workforce gap analysis	Asset Management *DGBCS Economic Development, Human Resources*	recruit Council roles and other essential workers						
	Design and build 3-5 five self-contained units for permanent and agency staff at Bidgee Haven Hostel	DIPS *Strategic Land Use Planning, Development Control, Asset Management* DGBCS *Economic Development*	Funding secured Consultation and design completed Building of Units commenced	X	X	X		Application to Aged Care Capital Assistance Program submitted	Department of Health and Aged Care Bidgee Haven Committee
	Implement Housing Strategy recommendations to meet the diverse housing needs of our communities including the adequate provision of Social and Affordable Housing	DIPS *Strategic Land Use Planning, Development Control* DGBCS *Community Engagement*	A proportion of all new and re-purposed housing is focussed on specific cohorts including families, ageing, and vulnerable community members		X	X	X		Department of Communities and Justice Housing Delivery Authority

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		

Strategy 4.2.2 Housing investment is encouraged through the promotion of available land, the development of clear planning information resources and sessions and a streamlined planning and development application process (EDS, Action 2.1.2);

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	25/26	26/27	27/28	28/29	Current Efforts	Delivery Partners / Stakeholder Links
	Building on the Housing Strategy and LEP foundations create promotional materials to encourage local and external housing investment across the Balranald Shire area (consider inclusion in the Prospectus Strategy 3.3.2)	DGBCS *Economic Development, Community Engagement*	Local and external housing investor promotional materials developed Circulated Number of follow-up enquires Increase in housing investment	X	X	X	X		Planning NSW Housing Delivery Authority

Action (as an Outcome)	Responsible Functional Area	Target / Measure	25/26	26/27	27/28	28/29	Current Efforts	Delivery Partners / Stakeholder Links
Planning information resources and sessions are developed and delivered across the LGA increasing understanding of the planning and development application process	DIPS *Development Control* DGBCS *Economic Development, Community Engagement*	Residents understand the development application process DAs increase in accuracy, reduced need for returns/re-submits Processing time decreases	X	X	X			NSW Planning Planning Portal Housing Delivery Authority
Create a Housing Application 'buddy' within Council to support residents seeking to undertake this process	DIPS *Development Control*	Project Plan developed Funding secured				X		NSW Planning Planning Portal Regional Development and Delivery

Strategy 4.2.3 Explore the contribution of industry to housing solutions through legacy / social licence (EDS, Action 2.1.6);								
Action Code	**Action (as an Outcome)**	**Responsible Functional Area**	**Target / Measure**	**Delivery Years**				**Current Efforts (expenditure / projects)**	**Delivery Partners / Stakeholder Links**

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	25/26	26/27	27/28	28/29	Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
	Building on Objective 6.3 regarding the development of a Community Foundation to hold legacy / social licence contributions assess the potential for seed funding / support to housing developments	DIPS *Development Control* DGBCS *Economic Development, Community Engagement*		X	X	X	X		Community Foundation Planning NSW Housing Delivery Authority Department of Communities and Justice

Objective 4.3 Physical and digital connectively enables full use of the LGA's potential – both human and natural (EDS, Objective 2.2)

Strategy 4.3.1 Council continues to advocate at appropriate governmental levels for high standard road infrastructure, including vigilance in identifying, accessing and utilising available funding streams (EDS, Action 2.2.1);								
Action Code	**Action (as an Outcome)**	**Responsible Functional Area**	**Target / Measure**	**Delivery Years**				**Current Efforts (expenditure / projects)**	**Delivery Partners / Stakeholder Links**
				25/26	26/27	27/28	28/29		

Action	Responsible Functional Area	Target / Measure	25/26	26/27	27/28	Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
Research the feasibility of a Balranald town truck by-pass, including potential impact on businesses situated along the current route. Ensure early consideration to possible routes so the Settlement Strategy does not encroach on the proposed by-pass area(s)	DIPS *Development Control, Strategic Land Use Planning, Transport Infrastructure* DGBCS *Economic Development, Community Engagement*	Funding secured to undertake required assessments and community engagement regarding a Balranald town truck-bypass	X	X			Local Traffic Committee Community Crown lands The Department of Infrastructure, Transport, Regional Development, Communications and the Arts
Continue advocacy for Sturt Highway upgrades and overtaking lanes	GM Councillors	Create a Sturt Highway advocacy brief for use by Council and Councillors	X	X			Sturt Highway Task Force The Department of Infrastructure, Transport, Regional Development, Communications and the Arts Local Federal member
Continue advocacy for truck parking bays at town approaches, and within town areas (including middle of road parking in key side streets such as River St adjacent to Discovery Café car park)	GM Councillors DIPS *Development Control, Strategic Land Use Planning, Transport Infrastructure*	Create an advocacy brief regarding truck parking bays (specific to road type) for use by Council and Councillors	X	X	X		The Department of Infrastructure, Transport, Regional Development, Communications and the Arts Transport for NSW Local Traffic Committee Community Local State and Federal members

Strategy 4.3.2 Council networks with peer LGAs in their experience of large industry co-contributions to infrastructure such as roads, ensuring the support received locally reflects costs of use and maintenance (EDS, Action 2.2.2);

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Council to network with peer LGAs to fully understand the scale of	GM Councillors DIPS	Understad scale of industry contributions of local road infrastructure	X	X	X	X		Wentworth Shire Hay Shire Murray River Council Joint Organisations

	industry co-contributions regarding local road use	Transport Infrastructure DGBCS Economic Development	Seek parity between LGAs, between like industries and between specific companies						RDA

Strategy 4.3.3 Council continues to advocate at appropriate governmental levels for high standard technical connectivity infrastructure (EDS, Action 2.2.3);									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Council seeks sound local knowledge to inform its understanding of current digital connectivity service levels	GM Councillors DIPS Emergency Management, Natural Disaster Response DGBCS Community Engagement	Council undertakes a targeted engagement with key community services relying on telecommunications alongside rural landholders to understand current digital connectivity service levels	X					Balranald ICPA Branch NEMA (Claire Butler) NSW Farmers Landcare NSW Rural Fire Service
	Council develops advocacy documents to align with current knowledge base and 'like organisations' undertaking collective advocacy regarding reliable and affordable digital connectivity	GM Councillors DIPS Emergency Management, Natural Disaster Response DGBCS Community Engagement	Advocacy brief developed Improvements in the Digital Connectivity Index Community reports of improved connectivity / reliability	X					Balranald ICPA Branch NEMA (Claire Butler) Regional NSW (Regional Digital Connectivity program)
	Council develops advocacy documents to align with current knowledge base and 'like organisations' undertaking advocacy regarding power supply – including volume and interruptions (particularly for	GM Councillors DIPS Emergency Management, Natural Disaster Response DGBCS	Advocacy brief developed Community reports of improved supply / reliability Number of faults / outages reported	X					Balranald ICPA Branch NEMA (Claire Butler) NSW Farmers Landcare NSW Rural Fire Service Kyalite Progress Association

	outlying communities such as Kyalite, Hatfield, Clare)	*Community Engagement*							

PILLAR 5
Our Environment

This Pillar ensures that the unique natural aspects of our community are preserved while recognising the need for growth and development. We want our built environment to meet our needs but not at the expense of our natural environment or the people who live and work here.

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The community was consistent in its desire to be more sustainable by reducing waste and protecting our natural resources. Our community members understood the significance of renewable energy infrastructure (and mineral sands mining) in contributing to national commitments but were also clear in their desire to minimise negative environmental impacts.

Ultimately, our community members sought to support a healthy natural environment that is resilient to the impacts of climate change and natural hazards and finds a balance between growth and development and preserving what people love so much about living in the Balranald Shire. Especially important was the health of our rivers, creeks and lakes and the protection of our cultural artefacts.

The community survey for the Community Strategic Plan asked participants *What do you value most about where you live?* From 11 options the third most selected option reflected the Pillar of Our Environment noting a *Healthy environment* (37.7% respondents).

Question 11 of the community survey asked *What is your VISION for your Council area (what will it have, look and feel like)?* This was an open response question with responses themed to categories. *Healthy rivers that are protected and enjoyed* received 6 mentions.

Through six community workshops and two specialist community workshops our communities also shared their voices. The natural environment was frequently noted as a *GREAT thing about where you live*. When asked about their VISION participants noted: Our rivers are healthy and are utilised for economic and recreational benefits in a sustainable way.

Objective 5.1 Our unique local environment including our waterways, flora and fauna are protected, celebrated and promoted

Strategy 5.1.1 We work in harmony with our landscapes, waterways, flora and fauna to balance our commercial and recreational use of these systems with their preservation and enhancement;									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	As for Strategy 1.4.1 all Council Plans including the LEP must reflect the needs and aspirations of our communities as gathered through recent engagement for the development of the EDS and CSP	DIPS *Strategic Land Use Planning* DGBCS *Community Engagement, Economic Development (inc Tourism)*	Summary document of community aspirations developed Summary used to guide and inform development decisions	X	X	X	X		Department of Planning
	The services and assets provided by Council meet environmental regulations and national best standards with levels of intervention and delivery established by Asset Management Plan	DIPS *Stormwater Management, Emergency Management, Natural Disaster Response, Parks & Reserves, Sewage Treatment Plants, Water Treatment Plants, Natural Resource Management, On-Site Sewage Systems, Pollution Monitoring*	All council services and assets meet environmental regulations Any service or asset failing to meet environmental regulations is noted and remedied	X	X	X	X		NSW Environmental Protection Authority NSW Environment and Heritage Department of Climate Change, Energy, the Environment and Water
	Pursue funding opportunities targeted to the restoration of degraded or at-risk landscapes, waterways, flora and fauna	DIPS *Natural Resource Management, Pollution Monitoring* Councillors	Key at-risk landscapes, waterways, flora and fauna identified Funding secured Funded program implemented Reduction is at-risk area			X	X		NSW Environmental Protection Authority NSW Environment and Heritage Department of Climate Change, Energy, the Environment and Water Office of Local Government NSW
	Council implements a comprehensive Weed Management strategy which	DIPS *Parks & Reserves, Vehicles and Plant,*	Weed Management Strategy researched and developed with key local knowledge		X	X	X	Noxious Weed Control including Biosecurity	NSW Weeds Action Program NSW Invasive Species Plan

	works in collaboration with landholders and industry to both control weeds and manage any chemical drift and residue impacts	Natural Resource Management, Crown Lands	Implementation Plan developed Reduction in noxious weeds reports				Officer and programs $140,000 (2025/26)	NSW Biosecurity Strategy Local Land Services

Strategy 5.1.2 Our system of rivers, lakes, wetlands, <mark>groundwater</mark> and landscapes are protected including the monitoring of loss of water from the region, ecosystem and water health and the impact of industry including visual and physical impacts (EDS Action 4.1.1);

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Continued participation by Council on key environmental groups such as EWAG inform our understanding and ensure our needs and perspectives are heard	DIPS Natural Resource Management DGBCS Economic Development	Council is represented on EWAG meetings Council is represented at other key environmental group meetings as relevant	X	X	X	X		NSW Environmental Protection Authority NSW Environment and Heritage Department of Climate Change, Energy, the Environment and Water Murray Darling Basin Commission
	Council remains active in understanding the impact of industry on our waterways, including the potential impact of mineral sands mining on groundwater systems. Council advocates as necessary and requires regular water contamination testing by mining industry	DGBCS Economic Development DIPS Natural Resource Management, Pollution Monitoring	Council aligns with key agencies to understand the impact of industry on our waterways and ensure they are protected Council advocates as necessary	X	X	X	X		NSW Environmental Protection Authority NSW Environment and Heritage Department of Climate Change, Energy, the Environment and Water Murray Darling Basin Commission
	We monitor water lost from our catchment through water buy back, advocating for the return of this water for environmental and tourism outcomes	GM Councillors DGBCS Economic Development DIPS Natural Resource Management	Monitor water volumes bought and returned Advocate for equity of water returns	X	X	X	X		Department of Climate Change, Energy, the Environment and Water Murray Darling Basin Commission Restoring our Rivers Landholder Negotiation Scheme Regulation (LNS)

Strategy 5.1.3 The World Heritage listed Mungo National Park and Ramsar wetlands are understood locally and carefully promoted for sustainable access and enjoyment. Traditional owners are central to, and primary beneficiaries of, this access and enjoyment;

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	In line with Strategies 2.4.1 and 2.4.5 and the appointment of a First Nations Advisory Group (Strategy 2.4.2) Council work with Traditional Owners and key stakeholders to realise the full potential of Mungo	DGBCS *Economic Development, Community Engagement*	Increase in number of First Nations owned and operated tours to Mungo Sensitive development of Mungo as a reconciliation touch point	X	X	X	X		FNAG BALC Willandra Lakes Region Aboriginal Advisory Group Three Traditional Tribal Groups (3TTG) NPWS First nations community members Department of Climate Change, Energy, the Environment and Water First Nations Visitor Economy Partnership NSW Environment and Heritage Destination NSW Destination Riverina Murray
	Succinct and accessible resources are developed for local use encouraging understanding the significance of Mungo National Park and the Ramsar wetlands. These resources enable key tourist 'contact points' such as hospitality services to provide accurate local advice and awareness raising	DGBCS *Economic Development, Community Engagement* DIPS *Heritage Matters*	High quality and accessible significant site resources are developed Local tourist contact points are skilled in speaking to this significance Increase in Local, National and International awareness of the significance of Mungo Increase in visitations to Mungo occurring via	X					Willandra Lakes Region Aboriginal Advisory Group Three Traditional Tribal Groups (3TTG) NPWS Department of Climate Change, Energy, the Environment and Water (DCCEEW)

			Balranald Shire entry points Increase in visitations to Yanga wetlands						

Objective 5.2 We work as an LGA to remedy past environmental damage and to prevent further and future damages

	Strategy 5.2.1 We support our communities and industries to be proactive and creative in ==responding to a changing climate and== reducing carbon emissions;								
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
5.2.1.1	Ensure Council's Local Environmental Plan continues to protect the unique environmental attributes of our LGA	DIPS *Natural Resource Management*		X	X	X	X		NSW Environmental Protection Authority (EPA) Office of Local Government NSW Landholder Negotiation Scheme Regulation
5.2.1.2	Council's strategic planning for services and infrastructure incorporates climate change principles and extreme weather events risk management, including flood mitigation and management plans	DIPS *Strategic Land Use Planning, Natural Disaster Response, Emergency Management, Natural Resource Management*	New builds and all applicable renovations apply energy saving mechanisms and strategies to minimise weather risks Increase in use of renewable energy sources Increase in window / door glazing Transition to LED lighting Upgrade insulation materials	X	X	X	X	Bidgee Haven Solar Systems $24,000 (2025/26)	Department of Climate Change, Energy, the Environment and Water
5.2.1.3	Council researches and adopts a Net Zero Action Plan (in line with Government expectations) to both explore locally relevant key enabling technologies and for	DIPS *Natural Resource Management, Pollution Monitoring, Waste Management*	With support from key agencies Council develop a Net Zero Action Plan Funding secured for delivery of priority items Priority items delivered		X	X	X		The Climate Change Authority Department of Climate Change, Energy, the Environment and Water Department of Agriculture, Fisheries and Forestry

	application across their services and assets		Measure and report Council's reductions in energy use (per kW)						EnergyCo & SWREZ
5.2.1.4	Enable and promote active transport through providing high quality and networked footpaths (as outlined in Strategies 4.1.1 and 4.1.2)	DIPS *Asset Management, Transport Infrastructure, Streetscape Maintenance, Parks & Reserves* DGBCS *Community Engagement*	Length of bike / pedestrian paths increases Length of paths added to streets previously without paths	X	X	X	X	Footpath Carey St – Luke Rd Euston $25,000 (2025/26) Perry St Euston $25,000 (2025/26) ~$150,000 per year	Community State and federal Governments Disability Inclusion Plan
	Advocate for an increased provision of public transport into our LGA communities	Councillors DGBCS *Economic Development, Community Engagement*	Advocate for a public transport model that supports the thin market but significant need across the LGA		X	X			Department of Transport Department of Communities and Justice
	As a local government we lead our community through role modelling strategies to reduce carbon emissions (drawing on Action 5.2.1.3)	DIPS *Natural Resource Management, Pollution Monitoring, Waste Management*	As for Action 5.2.1.3, promote Council's increase in enabling technologies and energy efficient changes to services and assets Measure and report Council's reductions in energy use (per kW)	X	X	X	X		EPA Learn from / participate in Net Zero Momentum Tracker initiative
	Council continues to increase the number and availability of electric / hybrid vehicle charging stations throughout the LGA in consultation with the local community and directly impacted neighbours	DGBCS *Economic Development* DIPS *Natural Resource Management, Pollution Monitoring*	Funding secured Increase in electric charging stations	X	X	X	X	NSW Government's Electric Vehicle Strategy funding streams	Office of Energy and Climate Change NSW Climate and Energy Action

Strategy 5.2.2 We support our community - through education, infrastructure and programs – to safeguard our natural environments and make meaningful and lasting changes;				
	Action (as an Outcome)		Target / Measure	Delivery Years		

Action Code		Responsible Functional Area		25/26	26/27	27/28	28/29	Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
	Share locally meaningful education resources supporting awareness of and strategies to plant native and dry tolerant species, reduce landfill, recycle and compost, conserve energy and water and minimise food waste	DGBCS *Community Engagement* DIPS *Natural Resource Management, Waste Management, Parks & Reserves, Streetscape Maintenance, Street Tree Management*	Land-fill reductions Increase in recycling infrastructure Funding secured to run community information sessions on drought tolerant plantings Attendance at information sessions Increase in drought tolerant plantings		X	X	X		BBAC / EPAC RAMJO Waste Groups Office of Energy and Climate Change NSW Climate and Energy Action
	Council supports the development of community gardens through the provision of Council land	DIPS *Strategic Land Use Planning, Parks & Reserves* DGBCS *Community Engagement*	Consult with communities regarding interest in and location of community gardens Where interest exists identify suitable location Enable development of community gardens				X	X	In-kind support from Council staff and equipment for garden establishment	BBAC / EPAC Local community Local schools Community Gardens Australia Office of Energy and Climate Change NSW Climate and Energy Action Department of Communities and Justice
	Council increases awareness of and encourages the uptake of renewable energy sources	DIPS *Development Control* DGBCS *Community Engagement*	Number of homes / businesses with solar power			X	X			Office of Energy and Climate Change NSW Climate and Energy Action
	Through Buy Local campaigns Council encourages a decrease in food miles and carbon emissions	DGBCS *Community Engagement, Economic Development*	Number of Buy Local campaigns annually Reactivation of the Local Gift Card (Why Leave Town) scheme		X	X	X	X		Office of Energy and Climate Change NSW Climate and Energy Action Small Business Commissioner Why Leave Town Gift Card Program GBITAC EPAC Balranald Inc

Council transitions all reasonable paper-based key documents including Council Agenda and Business papers and the Council newsletter to e-documents and an e-newsletter available through the Council website and by subscription (newsletter)	DGBCS *Community Engagement*	Movement from paper-based documents / newsletter (noting numbers distributed) to e-newsletter noting number of subscribers and downloads from Council website and social media platforms. Limited distribution of paper-based copies to key services such as Balranald Multipurpose Service, Bidgee Haven and Council offices	X	X	X	X		
Council seeks annual funding for a key environmental awareness campaign / event. For example a plant a tree campaign with 1 free tree per resident available for collection from Council to be planted, National Lights Out / Earth Hour	DIPS *Street Tree Management* DGBCS *Community Engagement*	Funding secured Uptake by community of annual environmental awareness campaign / event						BBAC EPAC Office of Energy and Climate Change NSW Climate and Energy Action Earth Hour Greening Australia

Strategy 5.2.3 We continually explore opportunities for circular economies, including the recycling of common waste and by-product materials and use of recycled materials;								
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29	
	The Economic Development Officer / Concierge (Strategy 3.3.3) works with engine and emerging industries to identify and promote increased recycling and reuse	DIPS *Natural Resource Management, Pollution Monitoring* DGBCS *Economic Development*	Exploration of opportunities for recycling and reuse of common industry by-products Promote as opportunities for local business growth and start-ups			X	X		Office of Energy and Climate Change NSW Climate and Energy Action Circular Economy Ministerial Advisory Group – DCCEEW CSIRO

				Delivery Years					
			Increased use of by-product and recycled materials						
	Through the development of the Waste Management Strategy Council explores opportunities within its own organisation to promote the recycling and reuse of materials (for example donating outdated computers to volunteer groups)	DIPS *Natural Resource Management, Pollution Monitoring* DGBCS *Community Engagement*	Waste Management Strategy developed	X	X	X	X	$100,000	Community groups Advisory Committees Office of Local Government NSW Office of Energy and Climate Change NSW Climate and Energy Action Circular Economy Ministerial Advisory Group – DCCEEW CSIRO

Strategy 5.2.4 We strive for residential waste recycling models which are comprehensive, user friendly and financially sustainable;									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Council seeks funding streams to provide the infrastructure required to support local recycling of household waste through bottle and can collection stations	DIPS *Natural Resource Management, Pollution Monitoring*	Recyclying stations located in the communities of Balranald and Euston Monitoring of Return and Earn volume reports / tonnage of drink containers returned for recycling		X	X	X		Return and Earn NSW https://returnandearn.org.au/local-council/
	A recycling / repurposing model is implemented at the Euston and Balranald Landfills through a local tendering process	DIPS *Waste Management*	Reduction in landfill volume through the salvaging of hard waste		X	X	X		

PILLAR 6
Our Council

This Pillar upholds the community's expectations of good governance, engaged and ethical leadership, a skilled and effective workforce, and operational transparency and accountability.

This Pillar upholds the community's expectations of good governance, engaged and ethical leadership, a skilled and effective workforce, and operational transparency and accountability.

Our community members told us they want to have confidence and trust in their elected representatives and a genuine partnership with Council where their voices are heard, opinions respected, and Council consistently acts in the best interests of the entire municipality. Our community wants resources to be used efficiently and responsibly within a Council that acts locally but leverages effectively and collaboratively with other levels of government, private sector organisations and community groups to drive economic and social prosperity.

Question 10 of the community survey asked *What do you think is the main challenge facing your community?* This was an open response question with responses themed to categories. The fifth most mentioned category was for *Local government professionalism, consistency, understanding of communities* yielding 11 individual mentions.

Question 11 of the community survey asked *What is your VISION for your Council area (what will it have, look and feel like)?* This was an open response question with responses themed to categories. The second most mentioned category was for *Strong local government leadership with effective management, skilled workforce and ongoing community engagement and input in decision making (including maintaining Council's Advisory Committees)* yielding 22 mentions.

Finally, Question 12 asked respondents *What is one thing you would like to see happen / achieved in your community within the next ten years?* Responses were themed to categories, with the third most mentioned category relevant to the Our Council Pillar - *Local Government is strong, high functioning and representative, it enables well planned community growth and business / industry attraction. It facilitates benefits from emerging industries. Our communities are united* (18 mentions).

Through six community workshops and two specialist community workshops our communities also shared their voices. Newly elected Councillors were noted as a *GREAT thing about where you live.* Within the Pillar of Our Council the following *CHALLENGE* was noted: Ensuring consistent, effective and timely communications from Council.

When asked about their *VISION* participants noted: Our Council is strategic, skilled and sustainable, they communicate and listen, and are equitable, transparent and honest; Our Council and community advocates in informed and powerful ways to ensure our needs are met; and Our communities are growing in a way that is valued / prioritised by locals. Growth is well planned and enabled through Local Government mechanisms including land rezoning to support housing and industrial estate developments, a Housing Strategy is developed to inform decisions and a prospectus for investors.

Objective 6.1 We grow our Council workforce – skilling locals and encouraging career progression (EDS, Objective 5.4)

Strategy 6.1.1 Council adopts a leadership role in promoting local government as a career path, highlighting high demand fields (EDS, Action 5.4.1);									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Develop a comprehensive and contemporary Workforce Strategy which enables the recruitment and retention of high-quality staff and offers an attractive and flexible workplace, develop an Implementation Plan (July Aug – 25/26), Review in 2028/29	GM DGBCS *Human Resources, Work Health and Safety* DIPS *(General community amenity)*	Workforce Strategy developed Implementation Plan developed Implementation monitored for milestone achievement Council Workforce vacancies at or below ??%	X	X	X	X		Office of Local Government NSW RDA / DAMA
	Council identifies enduring workforce shortages and develops creative and broad reaching recruitment strategies, showcasing career attractions (short commutes, friendly communities etc)	DGBCS *Human Resources, Economic Development, Community Engagement* DIPS *(General community amenity)*	Hard to recruit positions are identified Targetted recruitment strategies developed Where suitable 'Grow Your Own' opportunities are implemented Number of successful recruitments counted	X	X	X	X		Office of Local Government NSW RDA / DAMA Move to More Regional Australia
6.1.1.3	We encourage honest staff feedback and support the continued development of a safe, progressive and high integrity workplace culture across all Council areas – where positivity,	GM ELT Councillors	Anonymous staff feedback platform implemented and monitored Continue cultural change journey commenced by	X	X	X	X		Office of Local Government NSW Local Government NSW

| | proactivity and performance is monitored and rewarded | | previous leadership TEAM Balranald Shire (Together Everyone Achieves More) | | | | | | |

Strategy 6.1.2 Council strengthens its trainee and apprenticeship program by including work experience or other industry placements (EDS, Action 5.4.2);									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	With support and resources from the Office of Local Government NSW and in partnership with key stakeholders promote local government career opportunities including apprentice and trainee programs	DGBCS *Human Resources, Economic Development, Community Engagement* Councillors	Combining Local Government NSW resources with local information promote Council career opportunities Offer and fill 1-3 apprenticeships / traineeships annually	X	X	X	X		Office of Local Government NSW TAFE & RTOs Secondary schools Employment agencies
	Council promotes work experience opportunities for secondary students across the region, including taster experiences where students can work between several Council departments	DGBCS *Human Resources, Economic Development, Community Engagement* Councillors	Develop (or refine existing) policy and process for hosting work experience students Host 1-3 work experience students annually	X	X	X	X		Local secondary schools Community State education bodies State Government
	Ensure a safe and welcoming work environment for all young people building on Action 6.1.1.3 above	DGBCS *Human Resources, Economic Development, Community Engagement* Councillors	Develop a simple feedback form Seek confidential, anonymous feedback from young people engaged with Council through work experience, apprenticeships and traineeships Monitor ratings	X	X	X	X		Office of Local Government NSW Local Government NSW

Strategy 6.1.3 Council has a philosophy of continuous professional development, encouraging all staff to set and fulfil professional goals and supporting, where reasonable, the cost of trainings in this space (EDS, Action 5.4.3);									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Council creates induction and on-boarding resources which set the culture of the organisation and ensures new staff a successful, safe and supported trajectory (aligned to Action 6.1.1.3)	GM DGBCS *Human Resources* DIPS	Induction and on-boarding policies and processes developed (or updated) Policies and processes utilised with all new staff	X	X	X	X		Office of Local Government NSW Local Government NSW
	Council understands the professional goals of all staff and supports their continued growth through paid professional development (in line with Council's needs and budget)	GM DGBCS *Human Resources* DIPS	Annual performance appraisal processes record professional development goals Frequently identified development goals are prioritised for PD delivery Individual goals are accommodated where feasible and in line with Council objectives Number of PD goals achieved annually across the organisation	X	X	X	X		Office of Local Government NSW Local Government NSW Training providers as identified

Objective 6.2 Our whole community has a voice in local governance and leadership, our elected representatives are skilled and supported

Strategy 6.2.1 We recognise a strong Local Government needs skilled elected representatives and so invest in our Councillors with training, experiences and support mechanisms (EDS, Action 5.1.3);									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	We continue a process where all Councillors are supported in	GM Councillors	All Councillors have received essential /	X	X	X	X	Councillor laptops are	Office of Local Government NSW

building their knowledge base and skill sets in the field of local governance and across the issues of specific importance to our communities		mandated trainings by end 2025/2026 Document additional trainings / PDs requested by Councillors, develop a delivery program Secure funding Implement Annual / bi-annual tours across the LGA by Mayor and Councillors					purchased $35,000 (2025/26)	Local Government Act Local Government NSW Australian Institute of Company Directors (AICD) The Australian Centre of Excellence for Local Government (ACELG)
We promote the importance of Local Government and encourage Council nominations at election time. To support this, we ensure awareness raising and educational opportunities are available to our communities in the lead up to elections	GM Councillors	Annual Local Government week Activity delivered Local Government pre-election trainings are offered and attendance mapped		X	X	X		Office of Local Government NSW LGNSW

Strategy 6.2.2 Council creates clear and accessible two-way communication channels and governance structures between community, Council staff and elected representatives;

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Building on Strategy 3.1.1 a Shire residents' communications framework is developed utilising multiple strategies / communication platforms and drawing on community advice (delivered by a Community Development Officer role)	DGBCS *Community Engagement*	Based on existing community consultations and a further brief engagement if required understand the communications methods valued and utilised by residents Develop a communications framework Implement Community Satisfaction Survey results	X	X	X	X		Office of Local Government NSW Local Government NSW Community

				X	X	X	X		Community
Through the Community Engagement Plan Council offers multiple mechanisms to hear from its communities	GM DGBCS *Economic Development, Community Engagement* Councillors	Implement recommendations of recently developed Community Engagement Plan Community Satisfaction Survey results		X	X	X	X		Community
Council adheres to the IAP² (International Association for Public Participation) best practice standards for public participation and their local application through the Community Engagement Plan	GM DGBCS *Economic Development, Community Engagement* Councillors	Community Satisfaction Survey results		X	X	X	X		Community
Provide opportunities for the community to interact and communicate with Council Leadership and Councillors (consider neighbour LG strategies such as 'Cuppa with Councillors'	GM Councillors	Create opportunities for community to connect with elected representatives and Council leadership XX opportunities annually		X	X	X	X		Community
Ensure Council meeting business papers, agendas and minutes are publicly available in accordance with legislation	GM DGBCS *Public Officer, Records Management*	Proportion of public governance expectations achieved		X	X	X	X	IT archiving $10,000 (2025/26)	Office of Local Government NSW

Objective 6.3 We seize the full opportunity and potential of legacy, making strategic long- term investments (EDS, Objective 5.3)

Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Council research and present Community Foundation models	GM Councillors DGBCS	Research completed to determine 2-3	X	X	X	X		Peer LGAs Community Advisory Committee

Strategy 6.3.1 Council and community form a governance model to enable the collection and strategic distribution/investment of social licence/legacy payments from industry (EDS, Action 5.3.1);

including those implemented by like communities and LGAs	*Economic Development, Community Engagement*	preferred Community Foundation models Council in partnership with key community groups review models and select preferred model					Balranald Inc Foundations Australia (CFAus) Community Grants Hub
Council partner with Shire communities in the establishment of a Community Foundation for the collection and strategic distribution/investment of social licence/legacy payments from industry, government, philanthropy	GM Councillors DGBCS *Economic Development, Community Engagement*	Community Foundation Model is established Governance group (BoM) established Executive Officer (if indicated) is recruited Operation commences	X	X	X		Community Advisory Committees Community Foundations Australia (CFAus) Community Grants Hub

Strategy 6.3.2 BSC collaborate with neighbouring LGAs to understand the possible scale of social licence payments and develop an aligned position to guide negotiation and expectations, recognising the synergy of their opportunities and the strength in being united (EDS, Action 5.3.2);							
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
6.3.2.1	Council meets with peer LGAs to understand the scale of social licence (to operate) (SLO) / legacy payments being paid comparative to the scale of industry impact and disruption	GM Councillors DGBCS *Economic Development*	Meetings with peer LGAs held Social Licence parameters established	X					Wentworth Shire Hay Shire Murray River Council CSIRO Advisory Committees Community Foundations Australia (CFAus)
6.3.2.2	Council (with community through the Community Foundation) advocates to government and industry for improved social licence payments, including retrospectively	GM Councillors DGBCS *Economic Development*	Donations / social licence contributions are sought Volume of contributions reach annual minimum Trajectory growth is met		X	X	X		Emerging and existing industries Industry bodies Philanthropies

Strategy 6.3.3 Council and community use legacy strategically and long-term so the benefits drawn from emerging industries last beyond their lifespan within the region (EDS, Action 5.3.3);									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Through the establishment of the Community Foundation (Strategy 6.3.1) Council and community work to make strategic and lasting change	GM Councillors DGBCS DIPS	Processes to ensure transparent decision making by the Community Foundation are in place and utilised Community Foundation decisions and investments reflect the needs of the diversity of Shire residents and communities	X	X	X	X		Community

Strategy 6.3.4 Council leverages diverse funding and income streams to build a financially strong and sustainable future for all our communities;									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Council commits to strengthening its financial sustainability through implementation of the Long-Term Financial Plan and its strategies	GM DGBCS *Financial Management, Rates, Debt Management, Statutory Reporting, Funds Investment*	Long-Term Financial Plan developed Long-Term Financial Plan adopted Implemented according to Councillors directed priorities	X	X	X	X		Office of Local Government NSW
	Council continues to seek out, win and acquit all grants in a timely and thorough manner	GM DGBCS *Economic Development,* DIPS	Regular and consistent time given to grant seeking and applications Multiple 'shovel ready' projects identified	X	X	X	X		Office of Local Government NSW Funding bodies

			All won grants are acquitted on time and within budget						
	Council proactively pursues revenue opportunities, cost savings and/or efficiencies	GM DGBCS *Financial Management, Rates, Debt Management, Funds Investment* DIPS	Council leadership stay vigilant to revenue opportunities within the preferred growth and development parameters set by communities Financial auditing identifies opportunities for increased efficiency, these are pursued in line with community expectations	X	X	X	X		Office of Local Government NSW

Objective 6.4 We build partnerships to achieve equity for our region and have collective impact (EDS, Objective 5.2)

Strategy 6.4.1 We actively seek out and nurture partnerships at all levels including with our neighbouring LGAs, Joint Organisations, Regional, State and National advocacy bodies, and political and governmental representatives (EDS, Action 5.2.1);									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Council nurtures existing networks and develops new networks at the regional, State and National levels pursuing partnerships which extend our knowledge and advocacy reach	GM DIPS DGBCS	Key partnerships and networks are mapped and critical contacts noted Partnership / network gaps are identified and remedied Minimum of 1-2 meaningful connections with key partnerships / networks occur annually	X	X	X	X		RDA Joint Organisations Peer LGAs Local State and Federal Members Others as identified though mapping
	Council re-maps the advocacy landscape to align with our advocacy priority areas (Strategy 6.4.2) focusing on areas of synergy	GM DIPS DGBCS	Each of Council's advocacy briefs and priority areas are reviewed for	X	X	X	X		RDA Joint Organisations Peer LGAs Local State and Federal Members

with our JOs, RDAs, State and Federal Members etc		partnership / network alignment Advocacy briefs are shared with aligned partners / networks						Others as identified though mapping

Strategy 6.4.2 We continually listen to community voice and develop a short- and medium-term advocacy plan which identifies priority focus areas. Each priority area is supported with a Fact Sheet enabling all community representatives and Council Executive and elected leadership to speak with alignment and authority (EDS, Action 5.2.2);								
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29	
	Based on community engagement Council establishes a high, medium and low priorities list which is reviewed bi-annually for continuing currency. Create this list into a large table, track progress using a 'traffic light' system (or similar)	GM Councillors DGBCS *Economic Development, Community Engagement, Community Services* DIPS *Strategic Land Use Planning*	Key advocacy areas are identified and briefly summarised High, medium and low advocacy priorities are ranked	X	X	X	X		Priority specific and RDA Joint Organisations Peer LGAs Local State and Federal Members
	We create and keep up-to-date advocacy briefs which enable all our Councillors and staff to communicate with comprehensive evidence and understanding across our priority areas	GM Councillors DGBCS *Economic Development, Community Engagement, Community Services* DIPS *Strategic Land Use Planning*	Advocacy briefs are developed for each advocacy area High priority areas are the focus of Council work, but all advocacy areas are promoted opportunistically	X	X	X	X		Priority specific and RDA Joint Organisations Peer LGAs Local State and Federal Members

Strategy 6.4.2 Within our LGA we partner with key agencies and bodies including Balranald Aboriginal Lands Council, ICPA, NSW Farmers etc. We support their good governance recognising that when they are strong, we are strong (EDS, Action 5.2.3);									
Action Code	Action (as an Outcome)	Responsible Functional Area	Target / Measure	Delivery Years				Current Efforts (expenditure / projects)	Delivery Partners / Stakeholder Links
				25/26	26/27	27/28	28/29		
	Council recognises the value of partnership for collective impact and community benefit. We work to value and uphold relationships; we understand the strategic intent of our peers and nurture alignments	GM Councillors DGBCS *Economic Development, Community Engagement* DIPS *Strategic Land Use Planning*	Councillors and leadership understand the collective impact research and local and peer collective impact landscape Key relationships are sought and maintained Key networks / memberships are subscribed to	X	X	X	X		Priority specific and RDA Joint Organisations Peer LGAs Local State and Federal Members
	Where possible Council shares professional development opportunities with outside agencies and organisations	GM Councillors DGBCS DIPS	Council shares professional development opportunities (as relevant) to Shire communities and organisations to increase shared knowledge and common language / aspirations	X	X	X	X		Local organisations and agencies Community groups Advisory Committees
	Council, as good practice, supports funding applications by key local / regional agencies and seeks support from these agencies in our own applications	GM	Key partnerships, networks and relationships are activated to support strong grant applications	X	X	X	X		Local organisations and agencies RDA Joint Organisations Peer LGAs Local State and Federal Members

BALRANALD SHIRE COUNCIL OPERATIONAL PLAN 2025-2026

DRAFT

20 25

20 26

Prepared By:
BALRANALD SHIRE COUNCIL FINANCIAL CONSULTANT

Acknowledgment of Country

Balranald Shire Council acknowledges the Traditional custodians of
the region's land and water, the Muthi Muthi Peoples.
We pay our respects to Elders past, present and extend that respect to
all Aboriginal and Torress Strait Islander peoples today.

Table of Contents

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INTRODUCTION

Council's Operational Plan (OP) aims to deliver services to our community in a financially sustainable manner and are critical components of Council's obligation to the community under the NSW Governments Integrated Planning and Reporting (IP&R) Framework. This Operational Plan (OP) details what will be delivered during the 2025-26 financial year. Additionally, the 2025-26 Operational Plan (OP) should be read inn conjunction with the 2025-29 Delivery Plan (DP).

Council is facing a significant challenge of spending more than the revenue it generates, which is not a sustainable approach for the long term. As a result of this Council is now making a conscious effort to address this issue by implementing measures to reduce spending, increase revenue, and ultimately provide a balanced budget. These measures include a thorough review of the current budget, identifying areas of unnecessary spending exploring revenue-generating opportunities and exploring alternative approaches to manage costs. By taking these steps, Council aims to ensure that it remains financially sustainable and capable of meeting the community's needs both now and in the future.

4

INTEGRATED PLANNING AND REPORTING FRAMWORK

The Integrated Planning and Reporting (IP&R) framework allows councils to develop plans of appropriate size, scale and content for their communities. As each community in NSW is different, each council's Community Strategic Plan and Delivery Program will be different. The most important thing is that the Community Strategic Plan, and the implementation structures that support it, are fit for purpose and appropriate to their communities.

The role of the Office of Local Government (OLG) in the planning process is to build the framework, provide guidance and assistance to councils in implementing it, and check that it is working. Each council's role is to use the planning process creatively, for the benefit of their community.

Apart from providing a clear picture for the future, the planning process can also help councils to better connect with their communities to gain a more detailed understanding of their area and its regional context. The process can also provide opportunities for councils to streamline their operations.

PURPOSE OF THE OPERATIONAL PLAN

The Integrated Planning and Reporting process establishes a set of plans to outline the long term vision for the future of our community. This plan is developed in conjunction with the Community and the many different stakeholders who are part of the community.

Plans Include
- Community Strategic Plan - covers the next 10 years and identifies our key objectives and strategies of the community, captured through extensive community engagement This plan operates from 2025 to 2035.
- Delivery Program - establishes rolling strategies which outlines how the Council will deliver the outcomes proposed in the Community Strategic Plan over a four-year timeframe.
- Resourcing Strategy – **Asset Management Strategy, Workforce Management Plan, Long Term Financial Plan**
- A set of plans and strategies that ensure Council has the necessary resources and assets, and that Council plans for the future accordingly
- Operational Plan - outlines Balranald Shire Council's budget for the year ahead.

5
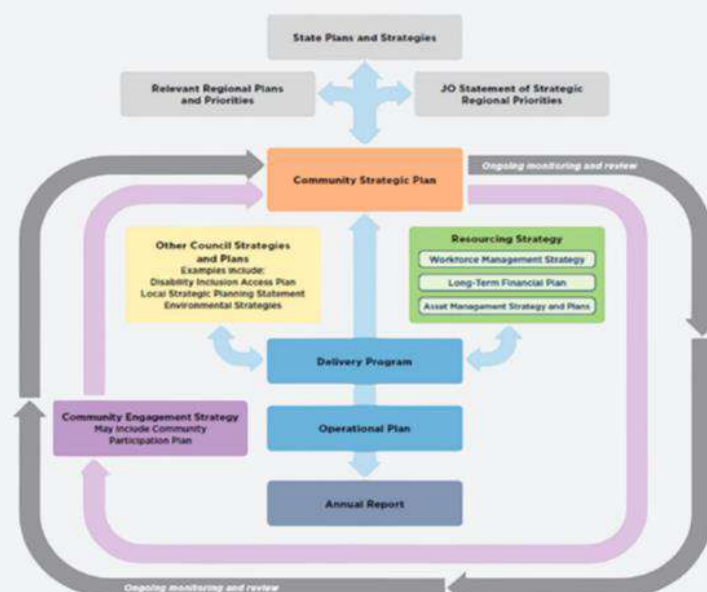
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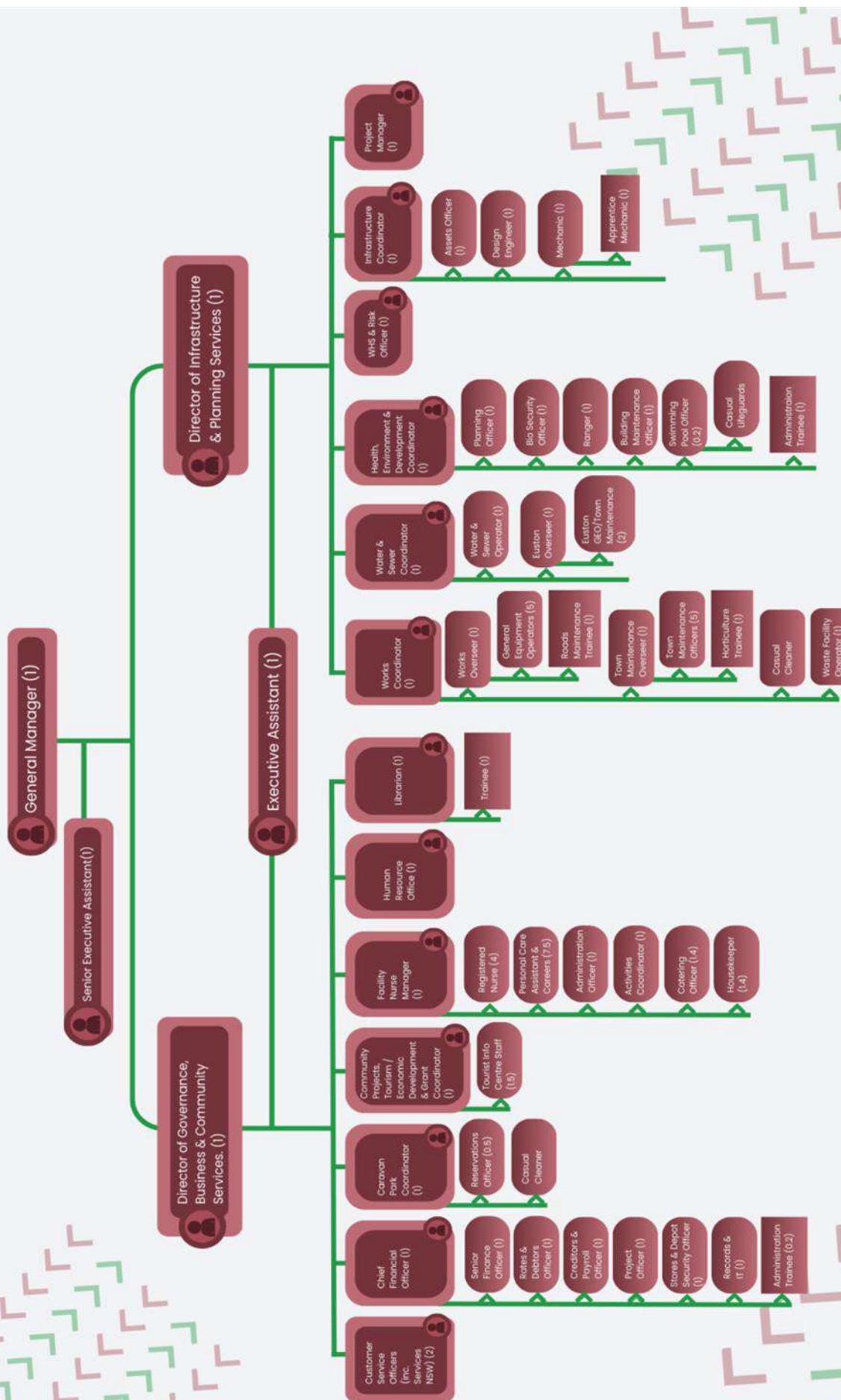
AREAS OF RESPONSIBILITY

Accountability is a key component of ensuring Council delivers quality services. The Operational plan needs to clearly state who is responsible for the delivery of Council's services.
While the General Manager is ultimately responsible, it takes a team to deliver the broad range of services, and a number of managers across Council are responsible for multiple service areas.
The below table summarises the services and management ownership of that service.

Directorate	Service	Responsible Manager
General Manager	Civic Office	General Manager
Director of Governance, Business and Community Services	Corporate, Governance and Risk	Director of Governance, Business and Community Services
	Finance	Chief Financial Officer
	Work Health and Safety	Work Health Safety Officer
	Tourism and Economic Development	Tourism and Economic Development Officer
	Human Resources	Human Resources Officer
	Information Technology	Information Tech Officer
	Aged Care Facility	Aged Care Facility Manager
	Library Services	Library Manager
	Caravan Park	Caravan Park Coordinator
Director of Infrastructure and Planning Services	Asset Management	Assets Officer
	Stormwater and Drainage	Infrastructure Coordinator
	Transport Network	Works Coordinator
	Plant, Fleet and Equipment	Infrastructure Coordinator
	Parks, Gardens & Open Spaces	Works Coordinator
	Swimming Complex	Human, Environment & Development Coordinator
	Waste Management	Works Coordinator
	Planning and Regulation	Human, Environment & Development Coordinator
	Building and Amenities	Human Environment & Development
	Water Supply Services	Water and Sewer Coordinator
	Sewerage Services	Water and Sewer Coordinator

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HOW TO READ OUR INTERGRATED PLANNING AND REPORTING PLANS

To make our plans meaningful and easier to read they are broken down into the Pillars, Objectives, Strategies and Actions that will be used to drive Council's service delivery.

The Community Strategic Plan (CSP) outlines the pillars, objectives and strategies that are the community's vision and are outline below.

The Delivery Plan (DP) reinforces the pillars, objectives and strategies and provides the service area that will deliver that service.

This document, the Operational Plan (OP) outlines actions that will be undertaken this financial year by Council to deliver services to the community.

To simplify the reading of this document, the high level combination of pillars and objectives from the CSP used to drive the development of this plan are shown in the below table.

PILLAR	OBJECTIVES
PILLAR 1 **OUR LIFESTYLE** *Encouraging and enabling residents 'way of life'*	**1.1:** Create and maintain beautiful, safe, welcoming and accessible community spaces that enhance healthy living, active lifestyles and connection **1.2:** Create events and platforms that celebrate our unique communities and entire Local Government Area, building on pride and sense of place **1.3:** Improve local access to essential health and wellbeing services and programs – enabling residents to live and age well in our communities **1.4:** Protect those lifestyle attributes our communities value – upholding community principles to balance and guide growth and development
PILLAR 2 **OUR COMMUNITY** *Sustaining and nurturing our communities as resilient, resourceful, safe and inclusive*	**2.1:** Support our existing leaders and volunteers and grow our activism skills **2.2:** Nurture and support our families to thrive as the primary place of care and first educators of their children **2.3:** We uphold the rights of all residents including those with a disability and/or experiencing under-resourcing **2.4:** Understand, share and showcase local culture and heritage. Achieve meaningful, empowering Reconciliation across our Local Government area
PILLAR 3 **OUR ECONOMY** *Provide range of positive opportunities for working, studying, owning and investing*	**3.1:** Existing businesses and industries are supported to benefit from economic growth (EDS, Objective 1.1) **3.2:** The importance of the agricultural and horticultural industries is protected (EDS, Objective 1.2) **3.3:** Emerging and prospective industries and businesses are aware of and attracted to the LGA (EDS, Objective 1.3) **3.4:** Our broad visitor economy potential is recognised, understood and enabled (EDS, Objective 1.4) **3.5:** We understand local/regional workforce training and skills gaps and actively support remediation (EDS, Objective 3.1) **3.6:** Create the conditions for and actively support population and skills attraction (EDS, Objective 3.4)
PILLAR 4 **OUR INFRASTRUCTURE** *Timely, sustainable and well-planned development and maintenance of fit for purpose community infrastructure*	**4.1:** Our amenity infrastructure enables active, inclusive, enjoyable, sustainable and safe lifestyles **4.2:** Greater diversity in, and availability of, housing stock with utilities and amenity assets to support (EDS, Objectives 2.1) **4.3:** Physical and digital connectively enables full use of the LGA's potential – both human and natural (EDS, Objective 2.2)
PILLAR 5 **OUR ENVIRONMENT** *Unique natural aspects of our community are preserved while recognise the need for growth and development*	**5.1:** Our unique local environment including our waterways, flora and fauna are protected, celebrated and promoted **5.2:** We work as a LGA to remedy past environmental damage and to prevent further and future damages

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PILLAR 6

OUR COUNCIL

Upholds the community's expectations of good governance, engages and ethical leadership, a skilled and effective workforce, and operational transparency and accountability

6.1: We grow our Council workforce – skilling locals and encouraging career progression (EDS, Objective 5.4)

6.2: Our whole community has a voice in local governance and leadership, our elected representatives and skilled and supported

6.3: We seize the full opportunity and potential of legacy, making strategic long-term investments (EDS, Objective 5.3)

6.4: We build partnerships to achieve equity for our region and have collective impact (EDS, Objective 5.2)

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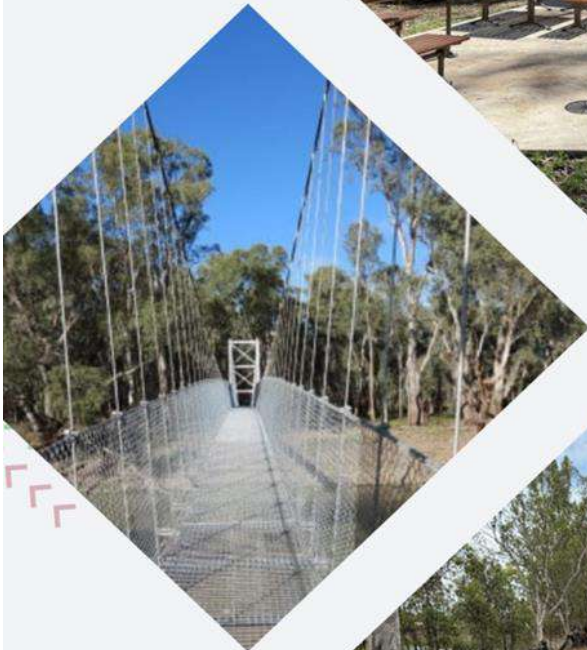
DELIVERY PROGRAM & OPERATIONAL PLAN

OBJECTIVES (CSP)	STRATEGIES (DP)	ACTION (OP)	SERVICE AREA	POSITION
1.1: Create and maintain beautiful, safe, welcoming and accessible community spaces that enhance healthy living, active lifestyles and connection	1.1.1 Invest in place-making, streetscape and resident (prospective resident and visitor) amenity improvements (EDS, Action 3.4.2)	1.1.1.1 Median strips Garreffa Parade, Euston	Infrastructure and Planning Services	Director of Infrastructure and Planning Services
		1.1.1.2 Invest in place-making, streetscape and resident (prospective resident and visitor) amenity improvements (EDS, Action 3.4.2)	Infrastructure and Planning Services Governance, Business and Community Services	Director of Infrastructure and Planning Services Director of Governance, Business and Community Services
	1.1.2 Continue to maintain and, where feasible, extend public places and spaces that support community to come together and participate in healthy, active and connected ways (including community halls, libraries, parks, playgrounds, recreative reserves, galleries, theatres, green spaces, and access to nature);	1.1.2.1 Continue to maintain and, where feasible, extend public places and spaces that support community to come together and participate in healthy, active and connected ways (including community halls, libraries, parks, playgrounds, recreative reserves, galleries, theatres, green spaces, and access to nature);	Infrastructure and Planning Services	Director of Infrastructure and Planning Services
		1.1.2.2 Playground Development Garreffa Place, Euston	Infrastructure and Planning Services	Director of Infrastructure and Planning Services
	1.1.3 Increase physical and social infrastructure to provide accessible, meaningful and safe ways for people of all abilities to participate in and contribute to our communities	1.1.3.1 Footpath / lighting ensuring secure pedestrian movement between Bidgee Haven and Market St, Balranald	Infrastructure and Planning Services	Director of Infrastructure and Planning Services

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Objective	Action	Directorate	Responsible Officer
	1.1.3.2 Apply all ability and child friendly / child developmental lens to all municipal playgrounds, consider purpose formed parents' groups to inform decisions	Infrastructure and Planning Services / Governance, Business and Community Services	Director of Infrastructure and Planning Services / Director of Governance, Business and Community Services
	1.1.3.3 Refer to Strategy 2.3.1 DIAP development	Governance, Business and Community Services	Director of Governance, Business and Community Services
	1.1.3.4 Upgrade of the NSW side of the Euston to Robinvale walking track	Infrastructure and Planning Services	Director of Infrastructure and Planning Services
	1.1.3.5 Completion of walking track, Endeavour drive to Market St, Balranald	Infrastructure and Planning Services	Director of Infrastructure and Planning Services
1.1.4 Understand the precursors to poor community safety and respond proactively for lasting resolution and all of community wellbeing	1.1.4.1 Apply and advocate for funding / support for youth programs	Governance, Business and Community Services	Director of Governance, Business and Community Services
	1.1.4.2 Consideration of council spaces (Balranald and Euston) for use by youth after hours on weekends (staffed by volunteers), work with community to develop a strategy	Governance, Business and Community Services	Director of Governance, Business and Community Services
	1.1.4.3 Understand and respond to family violence precursors across our LGA. Increase community awareness of the forms of family violence and local and regional supports and services	Governance, Business and Community Services	Director of Governance, Business and Community Services

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Objective	Strategy	Action	Delivery area	Responsible position
		1.1.4.4 Ensure relevant public health and safety standards are being met	Infrastructure and Planning Services	Health, Environment and Development Coordinator
		1.1.4.5 Help promote responsible pet ownership	Infrastructure and Planning Services	Ranger
		1.1.4.6 Continue to support emergency services and first responders	Infrastructure and Planning Services	Director of Infrastructure and Planning Services
1.2: Create events and platforms that celebrate our unique communities and entire Local Government Area, building on pride and sense of place	1.2.1 Work with our communities to clearly identify and understand our unique attributes and their alignment across the region	1.2.1.1 Undertake a simple community engagement process that supports community input into defining our unique attributes – use knowledge to guide Strategy 1.2.2	Governance, Business and Community Services	Director of Governance, Business and Community Services. Community Projects, Tourism/Economic Development and Grant Coordinator
		1.2.1.2 Actively seek funding and implement recommendations of the Destination Management Plan as funding becomes available	Governance, Business and Community Services	Director of Governance, Business and Community Services. Community Projects, Tourism/Economic Development and Grant Coordinator
		1.2.1.3 Continue to provide Council support (financial and in-kind) to the Euston Salami Festival	Governance, Business and Community Services	Director of Governance, Business and Community Services. Chief Financial Officer
		1.2.1.4 Continue to support to an All-Australians celebration to recognise and embrace our diverse communities	Governance, Business and Community Services	Director of Governance, Business and Community Services. Community Projects, Tourism/Economic Development and Grant Coordinator

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Goal	Strategy	Action		
		1.2.1.5 Support and encourage the attraction of major events to the Balranald LGA for locals to enjoy and to encourage visitors to the region	Governance, Business and Community Services	Director of Governance, Business and Community Services Community Projects, Tourism/Economic Development and Grant Coordinator
1.3: Improve local access to essential health and wellbeing services and programs – enabling residents to live and age well in our communities	1.3.1 Collaborate with key Council committees and external networks to comprehensively understand our strengths and challenges in service access and delivery	1.3.1.1 Collaborate with external agencies to understand health and well-being service gaps	Governance, Business and Community Services	General Manager Director of Governance, Business and Community Services
		1.3.1.2 Advocate to Western NSW PHN for comprehensive and current health and wellbeing data for our LGA to support informed advocacy and respond to service gaps (based on health priorities)	Governance, Business and Community Services	General Manager Director of Governance, Business and Community Services
		1.3.1.3 Continue to support service networking opportunities such as the Annual SCAIWAC / MaariMa Health and Wellbeing Services EXPO	Governance, Business and Community Services	Director of Governance, Business and Community Services Community Projects, Tourism/Economic Development and Grant Coordinator
	1.3.2 Advocate across all levels to achieve local level service access and delivery which reflects the needs of all members of our communities and upholds their rights respective to their regional and urban counterparts	1.3.2.1 Council will continue to reflect the diversity of communities' aspirations and advocate regarding gaps – including where funded services are not delivering to agreed scope or scale	Governance, Business and Community Services	General Manager Director of Governance, Business and Community Services
		1.3.2.2 Undertake further research to determine value to LGA moving into Riverina Local Health District, advocate accordingly	Governance, Business and Community Services	General Manager Director of Governance, Business and Community Services

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Ref	Action		
	1.3.3 Council actively pursues funding streams enabling Council to provide health and wellbeing services identified as enduring service gaps in our communities (mental health service gaps in our communities (mental health is identified as the critical initial focus);		
1.3.2.3	Understand the 'equitable return' of services to our communities as a reflection of the royalties being drawn from our regions	General Manager Governance, Business and Community Services	General Manager Director of Governance, Business and Community Services
1.3.2.4	Continue advocacy to NSW Health for the return of at least partial VMO (Visiting Medical Officer) rights to the Balranald Multi-Purpose Service acute and emergency departments	General Manager Councillors Governance, Business and Community Services	General Manager Councillors Director of Governance, Business and Community Services
1.3.2.5	Explore the infrastructure and administrative support required to extend the Balranald Medical Centre practice to 1-2 day / week delivery into Euston	General Manager Councillors Infrastructure and Planning Services	General Manager Councillors Director Infrastructure and Planning Services
1.3.3.1	Drawing on Actions 1.3.1.1 and 1.3.2.1 Council consider its role in the provision of identified key services – where no outside provider can be secured, funding is available, and the service is self-sustaining. Any role assumed by Council in the health / wellbeing sector should focus on community capacity building and awareness raising	General Manager Councillors Governance, Business and Community Services	General Manager Councillors Director of Governance, Business and Community Services
1.3.3.2	Recognise Mental Health was a key service gap identified across all LGA communities and focus on solutions as a service priority – including the key role of connection, participation and creativity in good mental health	Governance, Business and Community Services Infrastructure and Planning Services	Director of Governance, Business and Community Services Director Infrastructure and Planning Services

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1.3.4 Recognise and support the critical role of volunteer groups, events and activities in supporting community health and wellbeing including through connection, sport, art and culture;

	Governance, Business and Community Services	Director of Governance, Business and Community Services
1.3.3.3 Council evolves its current aged care assets and services to meet the health and wellbeing needs of this growing cohort, with the intent of ensuring our residents can age well locally	Governance, Business and Community Services	Director of Governance, Business and Community Services
1.3.3.4 Drawing on skills audit actions (Objectives 3.5 and 3.6) Council actively advocates and recruits for key skills gaps in health and wellbeing services	General Manager	General Manager
1.3.3.5 Council supports the final development and distribution of SCAIWACs Health and Wellbeing Service Directory throughout the LGA communities	Governance, Business and Community Services	Director of Governance, Business and Community Service
1.3.4.1 Volunteer organisations using Council owned buildings AND Volunteer organisations in buildings not owned by Council are aware of the process for requesting rate donations	Governance, Business and Community Services	Director of Governance, Business and Community Services
1.3.4.2 Explore community interest in Volunteer Week activities to recognise volunteers (for example a luncheon), seek feedback from volunteers regarding the form of recognition they would value	Governance, Business and Community Services	Director of Governance, Business and Community Services

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		Governance, Business and Community Services	Director of Governance, Business and Community Services
1.4 Protect those lifestyle attributes our communities value – upholding community principles to balance and guide growth and development	**1.3.4.3** Continue to support and promote the critical work of The Gallery, recognising the role of the arts in improved mental health (consider an Arts for All program which increases the reach of our arts programs, mobile delivery? Pop-Up arts events)		
	1.4.1 Council understands and upholds our communities' preferences regarding balanced growth and development, protecting our high value lifestyle attributes;	**1.4.1.1** All Council Plans including the LEP must reflect the needs and aspirations of our communities as gathered through recent engagement for the development of the Economic Development Strategy and Community Strategic Plan	Infrastructure and Planning Services	Director Infrastructure and Planning Services
			Governance, Business and Community Services	Director of Governance, Business and Community Service
		1.4.1.2 Guide sustainable, high quality development outcomes for the community through expert advice, transparent, efficient assessment, policy input and continuous improvement	Infrastructure and Planning Services	Director Infrastructure and Planning Services

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OBJECTIVES (CSP)	STRATEGIES (DP)	ACTION (OP)	SERVICE AREA	POSITION
2.1 Support our existing leaders and volunteers and grow our activism skills	**2.1.1** Create a Volunteer Coordinator role within Council to offer practical, secretariat, and capacity building support to our volunteer groups;	**2.1.1.1** Utilise and share as relevant advocacy messages which draw on community feedback and key data – enabling our leaders and volunteers to provide clear and aligned media messaging to meet our collective needs / aspirations (align to advocacy-based Strategies 1.3.1, 1.3.2, 2.2.1, 2.2.2, 4.3.1, 4.3.3, 6.4.2)	General Manager Councillors Infrastructure and Planning Services Governance, Business and Community Services	General Manager Councillors Director Infrastructure and Planning Services Director of Governance, Business and Community Services
	2.1.4 We celebrate our community leaders, promoting their achievements at all levels. We create a culture that values and respects community leadership (EDS, Action 5.1.4);	**2.1.4.1** Continue to support to an All-Australians celebration (to recognise and embrace our diverse communities (from Strategy1.2.2)	Governance, Business and Community Services	Director of Governance, Business and Community Services
2.2 Nurture and support our families to thrive as the primary place of care and first educators of their children	**2.2.1** Understand and advocate for the needs of all our families, so parents are connected and supported and children are safe and thriving	**2.2.1.1** Building on Objective 1.3 understand services strengths and gaps specific to families with children aged 0-18 years	Governance, Business and Community Services	Director of Governance, Business and Community Services
		2.2.1.2 Through review of existing research and some small-scale cohort targeted research (i.e. families with children aged 0-18 years) understand the needs and aspirations of our families	Governance, Business and Community Services	Director of Governance, Business and Community Services

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Action	Department	Responsibility
2.2.1.3 Combine community feedback with the evidence base regarding the importance of the early years to inform and develop strategic advocacy for our communities	Governance, Business and Community Services	Director of Governance, Business and Community Services
2.2.1.4 Continue to create and safeguard high quality and accessible public spaces where families can connect and be active (Strategies 1.1.2 – 1.1.4)	Infrastructure and Planning Services / Governance, Business and Community Services	Director of Infrastructure and Planning Services / Director of Governance, Business and Community Services
2.2.1.5 Recognise and safeguard the role of extended family and community to protecting and nurturing our children, explore models which facilitate support to our families for example 'friends of' families and children	Governance, Business and Community Services	Director of Governance, Business and Community Services
2.2.2 Our early years and early intervention services meet the needs of our children and families through a blend of delivery models		
2.2.2.1 Extending on Objective 1.3 identify service strengths and gaps specific to the early years (0-5 years)	Governance, Business and Community Services	Director of Governance, Business and Community Services
2.2.2.2 Extending on Strategy 1.3.1 – WNSWPHNs development of an LGA Health and Wellbeing profile further explore our early years data. Develop a baseline and clear improvement targets	Governance, Business and Community Services	Director of Governance, Business and Community Services

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Objective	Action		
2.2.3 Across our municipality Early Childhood Education and Care services (childcare, Outside School Hours Care, preschool and school) are available at the required scale and highest levels of quality	**2.2.2.3** Create clear advocacy documents which build on Actions 2.2.2.1 and 2.2.2.2 (above) to secure the service needs of our early years community. Consider alternative delivery models, pilot programs and partnerships with key services	General Manager Councillors Governance, Business and Community Services	General Manager Councillors Director of Governance, Business and Community Services
	2.2.3.1 Work with Early Childhood Education and Care Services, Early Years Managers and local schools to facilitate levers for workforce development and recruitment (including housing and amenity features)	Infrastructure and Planning Services Governance, Business and Community Services	Director of Infrastructure and Planning Services Director of Governance, Business and Community Services
	2.2.3.2 Advocate to Federal Government (childcare and Outside School Hours Care) and State Government (preschool) for adequate support to our communities to ensure gender equity and school readiness, including delivery models for remote communities such as Clare	General Manager Governance, Business and Community Services	General Manager Director of Governance, Business and Community Services
	2.2.3.3 Work with local schools to support informed advocacy that ensures all our children and young people receive a high stand of education	Governance, Business and Community Services	Director of Governance, Business and Community Services

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OBJECTIVES (CSP)	STRATEGIES (DP)	ACTION (OP)	SERVICE AREA	POSITION
3.1 Existing businesses and industries are supported to benefit from economic growth (EDS, Objective 1.1)	3.1.1 Communications frameworks are activated to increase local awareness of economic growth opportunities with potential for local benefit (BSC Business Xchange, e-lists and information sessions) (EDS, Action 1.1.1);	3.1.1.1 Council utilises existing mechanisms (Council newsletter, Rates Notices) and medias (newspapers, radio, social media) to ensure communities are aware of economic opportunities including employment, training, industry tours and grants and rebates	Governance, Business and Community Services	Director Governance, Business and Community Services
	3.1.2 Understand the accreditation, licencing and procurement needs of emerging industries. Inform local industry and business and attract relevant trainings to support with accreditation/licencing (EDS, Action 1.1.2);	3.1.2.1 The Economic Development Officer / Concierge role (Strategy 3.3.3) researches the accreditation, licencing and procurement needs of existing and emerging industries and develops and implements a staged suite of trainings to respond (alignment to Strategy 3.5.1)	Governance, Business and Community Services	Director Governance, Business and Community Services
		3.1.2.2 The Economic Development Officer / Concierge role (Strategy 3.3.3) partners with schools, employment agencies and the broader community to promote training / upskilling opportunities in line with the needs identified above	Governance, Business and Community Services	Director Governance, Business and Community Services
	3.1.3 Map local business and industry to support their full utilisation by larger emerging industries such as mining and renewables (EDS, Action 1.1.3);	3.1.3.1 Research and develop a local business Factsheet (providing a brief summary of each local business and the services / products they offer and key business information including trading hours, contact details) for circulation to existing and emerging industries and businesses to support an increase in local purchasing	Governance, Business and Community Services	Director Governance, Business and Community Services

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Objective	Strategy	Measure	Responsible Area	Responsible Officer
3.2 The importance of the agricultural and horticultural industries is protected (EDS, Objective 1.2)		3.1.3.2 Include Factsheet in any economic prospectus development (Strategy 3.1.1)	Governance, Business and Community Services	Director Governance, Business and Community Services
	3.2.1 Manage residential encroachment onto agricultural / horticultural land (EDS, Action 1.2.1);	3.2.1.1 Planning through the LEP manages the potential challenges and land use restrictions and implications where agricultural (and industrial) use land meets residential areas	Governance, Business and Community Services	Director Governance, Business and Community Services
	3.2.2 Consider the impact of emerging industries encroachment onto agricultural / horticultural land to food/fibre security (EDS, Action 1.2.2);	3.2.2.1 Council is aware of the impact of emerging industries encroachment onto agricultural / horticultural land. Council explores the approach of peer LGAs in response to these concerns	Infrastructure and Planning Services	Director of Infrastructure and Planning Services
		3.2.2.2 Cumulative impacts of the development of the South West Renewable Energy Zone (SWREZ) are comprehensively understood and strategically planned for across our LGA	General Manager Infrastructure and Planning Services Governance, Business and Community Services	General Manager Director of Infrastructure and Planning Services Director Governance, Business and Community Services
		3.2.2.3 Cumulative impacts of the development of mineral sands mining are comprehensively understood and strategically planned for across our LGA	General Manager Infrastructure and Planning Services Governance, Business and Community Services	General Manager Director of Infrastructure and Planning Services Director Governance, Business and Community Services

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3.2.3 Advocate to ensure the impact of the Water Buy back does not inequitably impact South West NSW. Ensure bought water is returned to the area for environmental gains (EDS, Action 1.2.3);	3.2.3.1 Through existing groups such as EWAG understand the scale of water bought from and returned to the Balranald LGA	General Manager Infrastructure and Planning Services Governance, Business and Community Services Councillors	General Manager Director of Infrastructure and Planning Services Director Governance, Business and Community Services Councillors
	3.2.3.2 Advocate for a return of environmental water commensurate with the volume bought to ensure the ongoing integrity of our river, creek, lake and wetland systems	General Manager Infrastructure and Planning Services Governance, Business and Community Services Councillors	General Manager Director of Infrastructure and Planning Services Director Governance, Business and Community Services Councillors
3.3.3 An Economic Development Officer/Team/ Concierge role is created and funding secured (could be shared role between neighbouring LGAs) providing a single entry and advocacy point for all Economic Development enquiries (EDS, Action 1.3.3);	3.3.3.1 Engage with neighbouring LGAs to gauge interest in a shared Economic Development Officer / Concierge role	General Manager Governance, Business and Community Services	General Manager Director Governance, Business and Community Services
	3.3.3.2 Funding is sought (in partnership with neighbouring LGAs if interested) for the establishment of an Economic Development Officer / Concierge role(s)	General Manager Governance, Business and Community Services	General Manager Director Governance, Business and Community Services
	3.3.3.3 Once recruited the Economic Development Officer / Concierge role is broadly promoted and commences actively engaging with industry and business	General Manager Governance, Business and Community Services	General Manager Director Governance, Business and Community Services

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	Strategy	Action	Responsible Area	Responsible Officer
	3.3.5 Preferred investment interests, businesses, industries and services are proactively sought out and welcomed (EDS, Action 1.3.5);	3.3.5.1 Create an efficient and cost-effective Regulatory environment for doing business	General Manager / Infrastructure and Planning Services / Governance, Business and Community Services	General Manager / Director of Infrastructure and Planning Services / Director Governance, Business and Community Services
3.4 Our broad visitor economy potential is recognised, understood and enabled (EDS, Objective 1.4)	3.4.1 The BSC Destination Management Plan is recognised as the key visitor economy planning document to be applied in parallel to the Economic Development Strategy (EDS, Action 1.4.1);	3.4.1.1 Implement Destination Management Plan actions	Governance, Business and Community Services	Director Governance, Business and Community Services
	3.4.2 Encourage visitor geographic dispersal and length of stay	3.4.2.1 Finalise and activate the Far South West Heritage & Cultural Trail	Governance, Business and Community Services	Director Governance, Business and Community Services
	3.4.3 Continue to facilitate a broadening suite of accommodation options to meet visitor demand and encourage overnight and extended stays (EDS, Action 4.4.3);	3.4.3.1 Continue to pursue funding streams to deliver the full Balranald Caravan Park re-development	Infrastructure and Planning Services / Governance, Business and Community Services	Director of Infrastructure and Planning Services / Director Governance, Business and Community Services
		3.4.3.2 Draw on findings from the Housing Strategy to further explore feasible visitor accommodation options	Infrastructure and Planning Services / Governance, Business and Community Services	Director of Infrastructure and Planning Services / Director Governance, Business and Community Services

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Objective	Strategy	Action	Responsibility	Responsibility
3.5 We understand local/regional workforce training and skills gaps and actively support remediation (EDS, Objective 3.1)	3.5.3 Continue engagement in cross border networks to advocate for a National accreditation and licencing system for key industries and other practical strategies to address workforce and skills shortages (EDS, Action 3.1.3)	3.5.3.1 Council continues to participate as a key stakeholder in cross-border groups and discussions	Councillors General Manager Governance, Business and Community Services	Councillors General Manager Director of Governance, Business and Community Services
		3.5.3.2 Council joins advocacy for a National accreditation and licencing system for key industries	Councillors General Manager Governance, Business and Community Services	Councillors General Manager Director of Governance, Business and Community Services
3.6 Create the conditions for and actively support population and skills attraction (EDS, Objective 3.4)	3.6.1 Support initiatives that promote and/or provide incentives for population migration to the Shire and the region (EDS, Action 3.4.1;	3.6.1.1 Pursue amenity improvements outlines in Objectives 1.1, 4.1 and 4.2	Governance, Business and Community Services Infrastructure and Planning Services	Director of Governance, Business and Community Services Director Infrastructure and Planning Services
	3.6.3 Investigate local solutions to workforce gaps by exploring more flexible working arrangements, workforce sharing and role sharing models (EDS, Action 3.4.4);	3.6.3.1 Drawing on knowledge gathered through Strategy 1.3.3 and Objective 3.5 understand local skills sets currently being underutilised or inhibited by employment parameters (for example inflexible shift and role structures)	Governance, Business and Community Services	Director of Governance, Business and Community Services
		3.6.3.2 Place responsibility back onto larger employers to offer flexible working arrangements which enable greater employment opportunities and benefits to accrue to locals	Governance, Business and Community Services	Director of Governance, Business and Community Services

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OBJECTIVES (CSP)	STRATEGIES (DP)	ACTION (OP)	SERVICE AREA	POSITION
4.1 Our amenity infrastructure enables active, inclusive, enjoyable, sustainable and safe lifestyles	**4.1.1** Council comprehensively reviews all Council owned infrastructure, ensuring clear planning for each infrastructure item in line (as far as is practical) with the needs and expectations of communities;	**4.1.1.1** Develop a comprehensive Asset Management Plan (including subplans in Flood, Footpaths, Waste, Roads, Buildings and Recreational spaces etc) which sets services levels	Infrastructure and Planning Services	Director Infrastructure and Planning Services
	4.1.2 Continue to develop comprehensive and accessible active transport options throughout our communities including footpath networks and walking trails;	**4.1.2.1** Refer to DIAP for accessibility specific priorities (see Strategy 2.3.1) regarding active transport	Governance, Business and Community Services	Director of Governance, Business and Community Services
	4.1.3 Water treatment, supply and pressure systems meet the needs of current and future generations;	**4.1.3.1** Develop Integrated Water Cycle Management Strategy (IWCMS)	Infrastructure and Planning Services	Director Infrastructure and Planning Services
	4.1.4 Rural addressing is reviewed in line with current best practice to meet the needs of our rural communities particularly in reference to emergency and communications services;	**4.1.4.1** Continue to support a rural addressing model that meets the needs of our communities	Infrastructure and Planning Services	Director Infrastructure and Planning Services
4.2 Greater diversity in, and availability of, housing stock with utilities and amenity assets to support (EDS, Objectives 2.1)	**4.2.1** Suitable land for new builds is identified and promoted including through infill of vacant land within communities and through new residential estates (EDS, Action 2.1.1);	**4.2.1.1** Research and develop a comprehensive and current Housing Strategy	Infrastructure and Planning Services	Director Infrastructure and Planning Services

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4.3 Physical and digital connectivity enables full use of the LGA's potential – both human and natural (EDS, Objective 2.2		**4.2.1.2** Implement Housing Strategy recommendations to ensure a high quality, to scale provision of essential worker housing for Balranald Shire Council Staff (parallel to Strategy 1.3.3)	Infrastructure and Planning Services	Director Infrastructure and Planning Services
		4.2.1.3 Seek funding, design and build 3-5 five self-contained units for	Infrastructure and Planning Services	Director Infrastructure and Planning Services
	4.2.2 Housing investment is encouraged through the promotion of available land, the development of clear planning information resources and sessions and a streamlined planning and development application process (EDS, Action 2.1.2);	**4.2.2.1** Building on the Housing Strategy and LEP foundations create promotional materials to encourage local and external housing investment across the Balranald Shire area (consider inclusion in the Prospectus Strategy 3.3.2)	Governance, Business and Community Services	Director of Governance, Business and Community Services
	4.2.3 Explore the contribution of industry to housing solutions through legacy / social licence (EDS, Action 2.1.6);	**4.2.3.1** Explore the diversity of housing solutions, assessing 'fit' to our LGAs needs and lifestyle aspirations	Governance, Business and Community Services Infrastructure and Planning Services	Director of Governance, Business and Community Services Director Infrastructure and Planning Services
	4.3.2 Council networks with peer LGAs in their experience of large industry co-contributions to infrastructure such as roads, ensuring the support received locally reflects costs of use and maintenance (EDS, Action 2.2.2);	**4.3.2.1** Council to network with peer LGAs to fully understand the scale of industry co-contributions	General Manager Councillors Governance, Business and Community Services Infrastructure and Planning Services	General Manager Councillors Director of Governance, Business and Community Services Director Infrastructure and Planning Services

4.3.3 Council continues to advocate at appropriate governmental levels for high standard technical connectivity infrastructure (EDS, Action 2.2.3);			
	4.3.3.1 Council seeks sound local knowledge to inform its understanding of current digital connectivity service levels	General Manager Councillors Governance, Business and Community Services Infrastructure and Planning Services	General Manager Councillors Director of Governance, Business and Community Services Director Infrastructure and Planning Services
	4.3.3.2 Council develops advocacy documents to align with current knowledge base and 'like organisations' undertaking collective advocacy regarding reliable and affordable digital connectivity	General Manager Councillors Governance, Business and Community Services Infrastructure and Planning Services	General Manager Councillors Director of Governance, Business and Community Services Director Infrastructure and Planning Services
	4.3.3.3 Council develops advocacy documents to align with current knowledge base and 'like organisations' undertaking advocacy regarding power supply – including volume and interruptions (particularly for outlying communities such as Kyalite, Hatfield, Clare)	General Manager Councillors Governance, Business and Community Services Infrastructure and Planning Services	General Manager Councillors Director of Governance, Business and Community Services Director Infrastructure and Planning Services

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OBJECTIVES (CSP)	STRATEGIES (DP)	ACTION (OP)	SERVICE AREA	POSITION
5.1 Our unique local environment including our waterways, flora and fauna are protected, celebrated and promoted	5.1.1 We work in harmony with our landscapes, waterways, flora and fauna to balance our commercial and recreational use of these systems with their preservation and enhancement	5.1.1.1 As for Strategy 1.4.1 all Council Plans including the LEP must reflect the needs and aspirations of our communities as gathered through recent engagement for the development of the EDS and CSP	Governance, Business and Community Services Infrastructure and Planning Services	Director of Governance, Business and Community Services Director Infrastructure and Planning Services
		5.1.1.2 The services and assets provided by Council meet environmental regulations and national best standards with levels of intervention and delivery established by Asset Management Plan	Infrastructure and Planning Services	Director Infrastructure and Planning Services
	5.1.2 Our system of rivers, lakes, wetlands, groundwater and landscapes are protected including the monitoring of loss of water from the region, ecosystem and water health and the impact of industry including visual and physical impacts (EDS Action 4.1.1);	5.1.2.1 Continued participation by Council on key environmental groups such as EWAG inform our understanding and ensure our needs and perspectives are heard	Governance, Business and Community Services Infrastructure and Planning Services	Director of Governance, Business and Community Services Director Infrastructure and Planning Services
		5.1.2.2 Council remains active in understanding the impact of industry on our waterways, including the potential impact of mineral sands mining on groundwater systems. Council advocates as necessary	Governance, Business and Community Services Infrastructure and Planning Services	Director of Governance, Business and Community Services Director Infrastructure and Planning Services

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		Action		
		5.1.2.3 We monitor water lost from our catchment through water buy back, advocating for the return of this water for environmental and tourism outcomes	General Manager Councillors Governance, Business and Community Services Infrastructure and Planning Services	General Manager Councillors Director of Governance, Business and Community Services Director Infrastructure and Planning Services
	5.1.3 The World Heritage listed Mungo National Park and Ramsar wetlands are understood locally and carefully promoted for sustainable access and enjoyment. Traditional owners are central to, and primary beneficiaries of, this access and enjoyment;	**5.1.3.1** In line with Strategy 2.4.5 Following the development of the RAP and potential appointment of a First Nations Advisory Group Council work with Traditional Owners and key stakeholders to realise the full potential of Mungo	Governance, Business and Community Services	Director of Governance, Business and Community Services
		5.1.3.2 Succinct and accessible resources are developed for local use encouraging understanding the significance of Mungo National Park and the Ramsar wetlands. These resources enable key tourist 'contact points' such as hospitality services to provide accurate local advice and awareness raising	Governance, Business and Community Services Infrastructure and Planning Services	Director of Governance, Business and Community Services Director Infrastructure and Planning Services
5.2 We work as a LGA to remedy past environmental damage and to prevent further and future damages	**5.2.1** We support our communities and industries to be proactive and creative in responding to a changing climate and reducing carbon emissions	**5.2.1.1** Ensure Council's Local Environmental Plan continues to protect the unique environmental values of our LGA	Infrastructure and Planning Services	Director Infrastructure and Planning Services
		5.2.1.2 Council's strategic planning for services and infrastructure incorporates climate change principles and extreme weather events risk management	Infrastructure and Planning Services	Director Infrastructure and Planning Services

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5.2 We work as a LGA to remedy past environmental damage and to prevent further and future damages

Objective	Action	Responsibility	Director
	5.2.1.3 Enable and promote active transport through providing high quality and networked footpaths (as outlined in Strategies 4.1.1 and 4.1.2)	Infrastructure and Planning Services	Director Infrastructure and Planning Services
	5.2.1.4 As a local government we lead our community through role modelling strategies to reduce carbon emissions (drawing on Action 5.2.1.3)	Infrastructure and Planning Services	Director Infrastructure and Planning Services
	5.2.1.5 Council continues to increase the number and availability of electric / hybrid vehicle charging stations throughout the LGA	Governance, Business and Community Services / Infrastructure and Planning Services	Director of Governance, Business and Community Services / Director Infrastructure and Planning Services
5.2.2 We support our community - through education, infrastructure and programs – to safeguard our natural environments and make meaningful and lasting changes;	5.2.2.1 Through Buy Local campaigns Council encourages a decrease in food miles	Governance, Business and Community Services	Director of Governance, Business and Community Services
5.2.3 We continually explore opportunities for circular economies, including the recycling of common waste and by-product materials and use of recycled materials;	5.2.3.2 Through the development of the Waste Management Strategy Council explores opportunities within its own organisation to promote the recycling and reuse of materials (for example donating outdated computers to volunteer groups)	Governance, Business and Community Services / Infrastructure and Planning Services	Director of Governance, Business and Community Services / Director Infrastructure and Planning Services

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OBJECTIVES (CSP)	STRATEGIES (DP)	ACTION (OP)	SERVICE AREA	POSITION
6.1: We grow our Council workforce – skilling locals and encouraging career progression (EDS, Objective 5.4)	6.1.1 Council adopts a leadership role in promoting local government as a career path, highlighting high demand fields (EDS, Action 5.4.1);	6.1.1.1 Develop a comprehensive and contemporary Workforce Strategy which ensures access to high quality staff and offers an attractive and flexible workplace, develop an Implementation Plan (July Aug – 25/26) to support Review in 2028/29	General Manager Governance, Business and Community Services Infrastructure and Planning Services	General Manager Director of Governance, Business and Community Services Director Infrastructure and Planning Services
		6.1.1.2 Council identifies enduring workforce shortages and develops creative and broad reaching recruitment strategies, showcasing career attractions (short commutes, friendly communities etc)	Governance, Business and Community Services Infrastructure and Planning Services	Director of Governance, Business and Community Services Director Infrastructure and Planning Services
		6.1.1.3 We encourage honest staff feedback and support the continued development of a safe, progressive and high integrity workplace culture across all Council areas	General Manager Executive Leadership Team Councillors	General Manager Executive Leadership Team Councillors
	6.1.2 Council strengthens its trainee and apprenticeship program by including work experience or other industry placements (EDS, Action 5.4.2);	6.1.2.1 With support and resources from the Office of Local Government NSW and in partnership with key stakeholders promote local government career opportunities including apprentice and trainee programs	Governance, Business and Community Services Councillors	Director of Governance, Business and Community Services Councillors

Goal / Objective	Sub-objective	Action	Responsibility	Responsibility
6.2 Our whole community has a voice in local governance and leadership, our elected representatives and skilled and supported		**6.1.2.2** Council promotes work experience opportunities for secondary students across the region, including taster experiences where students can work between several Council departments	Governance, Business and Community Services / Councillors	Director of Governance, Business and Community Services / Councillors
		6.1.2.3 Ensure a safe and welcoming work environment for all young people building on Action 6.1.1.3 above	Governance, Business and Community Services / Councillors	Director of Governance, Business and Community Services / Councillors
	6.1.3 Council has a philosophy of continuous professional development, encouraging all staff to set and fulfil professional goals and supporting, where reasonable, the cost of trainings in this space (EDS, Action 5.4.3);	**6.1.3.1** Council creates induction and on-boarding resources which set the culture of the organisation and ensures new staff a successful, safe and supported trajectory	General Manager / Governance, Business and Community Services / Infrastructure and Planning Services	General Manager / Director of Governance, Business and Community Services / Director Infrastructure and Planning Services
		6.1.3.2 Council understands the professional goals of all staff and supports their continued growth through paid professional development (in line with Council's needs and budget)	General Manager / Governance, Business and Community Services / Infrastructure and Planning Services	General Manager / Director of Governance, Business and Community Services / Director Infrastructure and Planning Services
	6.2.1 We recognise a strong Local Government needs skilled elected representatives and so invest in our Councillors with training, experiences and support mechanisms (EDS, Action 5.1.3);	**6.2.1.1** We continue a process where all Councillors are supported in building their knowledge base and skill sets in the field of local governance and across the issues of specific importance to our communities	General Manager / Councillors	General Manager / Councillors

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Objective	Action	Responsible	Responsible
6.2.2 Council creates clear and accessible two-way communication channels and governance structures between community, Council staff and elected representatives;	**6.2.2.1** Building on Strategy 3.1.1 a Shire residents' communications framework is developed utilising multiple methods and drawing on community advice	Governance, Business and Community Services	Director of Governance, Business and Community Services
	6.2.2.2 Through the Community Engagement Plan Council offers multiple mechanisms to hear from its communities	General Manager / Governance, Business and Community Services	General Manager / Director of Governance, Business and Community Services
	6.2.2.3 Council adheres to the IAP2 (International Association for Public Participation) best practice standards for public participation and their local application through the Community Engagement Plan	General Manager / Governance, Business and Community Services	General Manager / Director of Governance, Business and Community Services
	6.2.2.4 Provide opportunities for the community to interact and communicate with Council Leadership and Councillors	General Manager / Councillors	General Manager / Councillors
	6.2.2.5 Ensure Council meeting business papers, agendas and minutes are publicly available in accordance with legislation	General Manager / Governance, Business and Community Services	General Manager / Director of Governance, Business and Community Services
6.3.1 Council and community form a governance model to enable the collection and strategic distribution/investment of social licence/legacy payments from industry (EDS, Action 5.3.1);	**6.3.1.1** Council research and present Community Foundation models including those implemented by like communities and LGAs	General Manager / Councillors / Governance, Business and Community Services	General Manager / Councillors / Director of Governance, Business and Community Services

6.3 We seize the full opportunity and potential of legacy, making strategic long-term investments (EDS, Objective 5.3)

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Strategy	Action	Responsibility	Responsibility
6.3.2 BSC collaborate with neighbouring LGAs to understand the possible scale of social licence payments and develop an aligned position to guide negotiation and expectations, recognising the synergy of their opportunities and the strength in being united (EDS, Action 5.3.2);	**6.3.2.1** Council meets with peer LGAs to understand the scale of social licence (to operate) (SLO) / legacy payments being paid comparative to the scale of industry impact and disruption	General Manager Councillors Governance, Business and Community Services	General Manager Councillors Director of Governance, Business and Community Services
6.3.3 Council and community use legacy strategically and long-term so the benefits drawn from emerging industries last beyond their lifespan within the region (EDS, Action 5.3.3);	**6.3.3.1** Through the establishment of the Community Foundation (Strategy 6.3.1) Council and community work to make strategic and lasting change	General Manager Councillors Governance, Business and Community Services Infrastructure and Planning Services	General Manager Councillors Director of Governance, Business and Community Services Director Infrastructure and Planning Services
6.3.4 Council leverages diverse funding and income streams to build a financially strong and sustainable future for all our communities	**6.3.4.1** Council commits to strengthening its financial sustainability through implementation of the Long-Term Financial Plan and its strategies	General Manager Governance, Business and Community Services Infrastructure and Planning Services	General Manager Director of Governance, Business and Community Services Director Infrastructure and Planning Services
	6.3.4.2 Council continues to seek out, win and acquit all grants in a timely and thorough manner	General Manager Governance, Business and Community Services Infrastructure and Planning Services	General Manager Director of Governance, Business and Community Services Director Infrastructure and Planning Services
	6.3.4.3 Council proactively pursues revenue opportunities, cost savings and/or efficiencies	General Manager Governance, Business and Community Services Infrastructure and Planning Services	General Manager Director of Governance, Business and Community Services Director Infrastructure and Planning Services

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Objective	Action	Description	Responsibility	Responsibility
6.4 We build partnerships to achieve equity for our region and have collective impact (EDS, Objective 5.2)	**6.4.1** We actively seek out and nurture partnerships at all levels including with our neighbouring LGAs, Joint Organisations, Regional, State and National advocacy bodies, and political and governmental representatives (EDS, Action 5.2.1);	**6.4.1.1** Council nurtures existing networks and develops new networks at the regional, State and National levels pursuing partnerships which extend our knowledge and advocacy reach	General Manager Governance, Business and Community Services Infrastructure and Planning Services	General Manager Director of Governance, Business and Community Services Director Infrastructure and Planning Services
		6.4.1.2 Council re-maps the advocacy landscape to align with our advocacy priority areas (Strategy 6.4.2) focusing on areas of synergy with our JOs, RDAs, State and Federal Members etc	General Manager Governance, Business and Community Services Infrastructure and Planning Services	General Manager Director of Governance, Business and Community Services Director Infrastructure and Planning Services
	6.4.2 We continually listen to community voice and develop a short- and medium-term advocacy plan which identifies priority focus areas. Each priority area is supported with a Fact Sheet enabling all community representatives and Council Executive and elected leadership to speak with alignment and authority (EDS, Action 5.2.2);	**6.4.2.1** Based on community engagement Council establishes a high, medium and low priorities list which is reviewed bi-annually for continuing currency	General Manager Councillors Governance, Business and Community Services Infrastructure and Planning Services	General Manager Councillors Director of Governance, Business and Community Services Director Infrastructure and Planning Services
		6.4.2.2 We create and keep up-to-date advocacy briefs which enable all our Councillors and staff to communicate with comprehensive evidence and understanding across our priority areas	General Manager Councillors Governance, Business and Community Services Infrastructure and Planning Services	General Manager Councillors Director of Governance, Business and Community Services Director Infrastructure and Planning Services

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6.4.3 Within our LGA we partner with key agencies and bodies including Balranald Aboriginal Lands Council, ICPA, NSW Farmers etc. We support their good governance recognising that when they are strong, we are strong (EDS, Action 5.2.3);	**6.4.3.1** Council recognises the value of partnership for collective impact and community benefit. We work to value and uphold relationships; we understand the strategic intent of our peers and nurture alignments	General Manager Councillors Governance, Business and Community Services Infrastructure and Planning Services	General Manager Councillors Director of Governance, Business and Community Services Director Infrastructure and Planning Services
	6.4.3.2 Where possible Council shares professional development opportunities with outside agencies and organisations	General Manager Councillors Governance, Business and Community Services Infrastructure and Planning Services	General Manager Councillors Director of Governance, Business and Community Services Director Infrastructure and Planning Services
	6.4.3.3 Council, as good practice, supports funding applications by key local / regional agencies and seeks support from these agencies in our own applications	General Manager	General Manager

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BUDGET SUMMARY

Summary by Service Area

Service Area	Operating Income	Operating Expenditure	Net Cost	Depreciation Included
Governance	11,000	869,015	-858,015	-
Corporate and Administration	11,036,580	2,086,946	8,949,634	71,659
Engineering Operations 🔲 🔲	385,400	1,399,850	-1,014,450	466,373
Health Services	30,300	199,300	-169,000	-
Public Order and Safety	128,500	627,564	-499,064	-
Community Services and Education	107,100	106,100	1,000	-
Housing and Community Amenities	1,199,335	2,381,638	-1,182,303	746,687
Recreation and Culture	241,700	913,738	-672,038	315,668
Building Control	4,600	194,000	-189,400	-
Transport	2,603,200	6,730,461	-4,127,261	4,786,861
Business Undertakings	937,600	1,075,849	-138,249	-
Water Services	2,469,352	1,206,430	1,262,922	326,641
Sewer Services	1,123,735	569,502	554,233	176,602
Hostel Operations	2,534,444	2,559,803	-25,359	59,000
	22,812,846	**20,920,196**	**1,892,650**	**6,949,491**

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Income Statement 2025-2026 ($000)	Statement Note	Consolidated	General	Water	Sewer
Rates and Annual Charges	B2-1	5,898	4,061	1,000	837
User Charges and Fees	B2-2	1,450	51	1,263	136
Other Revenue	B2-3	3,774	3,449	175	150
Grants and Contributions - Operating Purposes	B2-4	9,505	9,490	8	7
Grants and Contributions - Capital Purposes	B2-4	8,385	8,385	0	0
Interest and Investment Income	B2-5	1,690	1,400	170	120
Other Income	B2-6	496	496	0	0
Net gains from Disposal of Assets	B4-1	0	0	0	0
Total Income from Continuing Operations		*31,198*	*27,332*	*2,616*	*1,250*
Employee benefits and on costs	B3-1	8,317	7,927	195	195
Materials and Services	B3-2	4,960	4,162	625	173
Borrowing Costs	B3-3	76	54	22	0
Depreciation included in Operational Expenditure	B3-4	6,949	6,445	327	177
Other Expenses	B3-5	618	557	37	24
Total Expenses from Continuing Operations		*20,920*	*19,145*	*1,206*	*569*
Net income/(loss) from continuing operations		*10,278*	*8,187*	*1,410*	*681*
Net Operating result for the year before grants & contributions provided for capital purposes		*1,893*	*-198*	*1,410*	*681*

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PROJECTED INCOME

Income by source

Income by type

Net gains from Disposal of Assets	
Other Income	
Interest and Investment Income	
Grants and Contributions - Capital Purposes	
Grants and Contributions - Operating Purposes	
Other Revenue	
User Charges and Fees	
Rates and Annual Charges	

0   2,000   4,000   6,000   8,000   10,000

Income by fund

7%

12%

81%

☐ General ☐ Water ☐ Sewer

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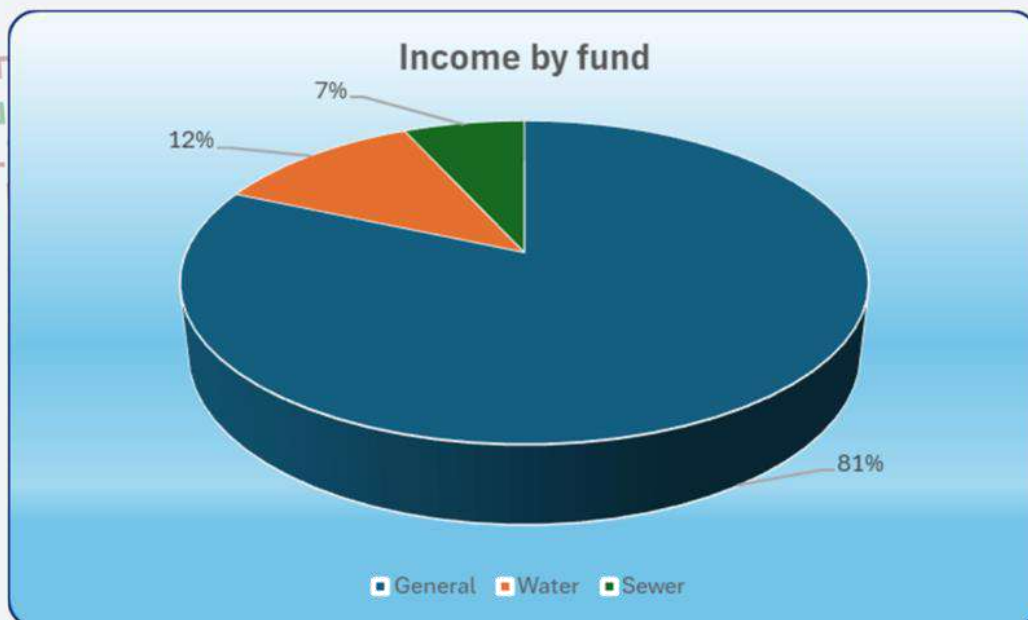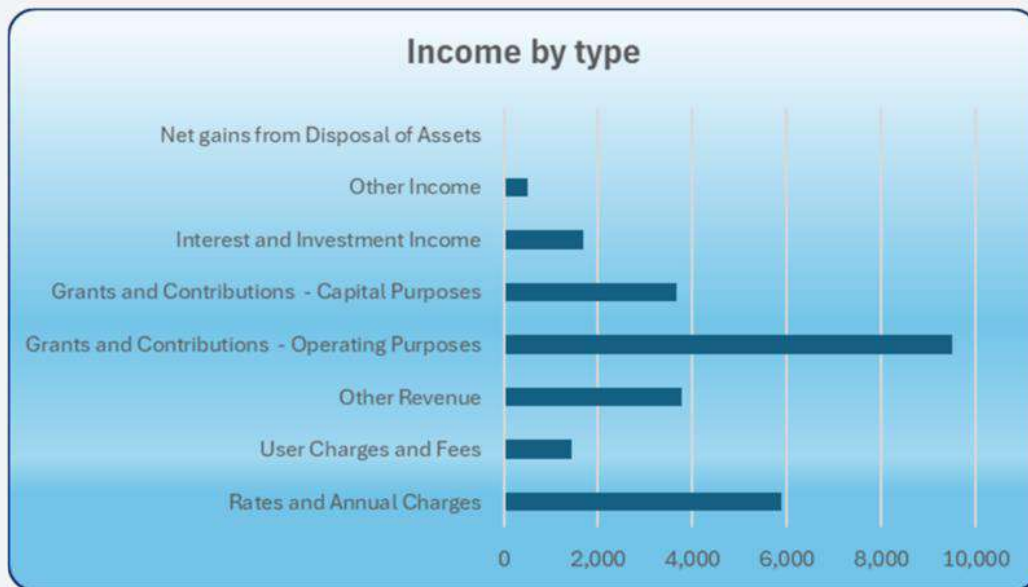
PROJECTED OPERATING EXPENDITURE

Total Estimated Operating Expenditure

Expense by type

Expenditure by Fund
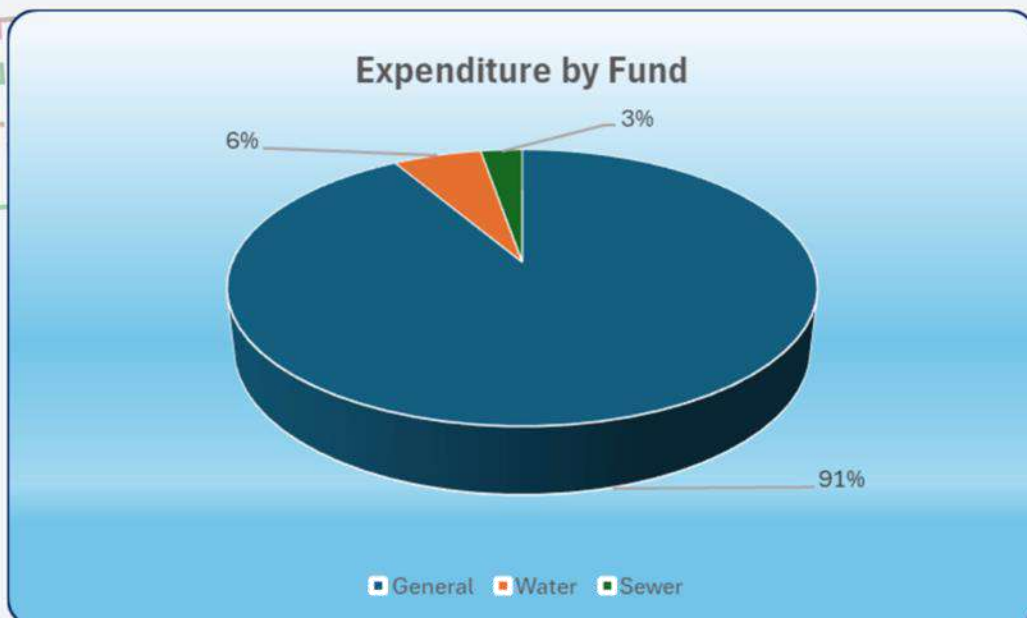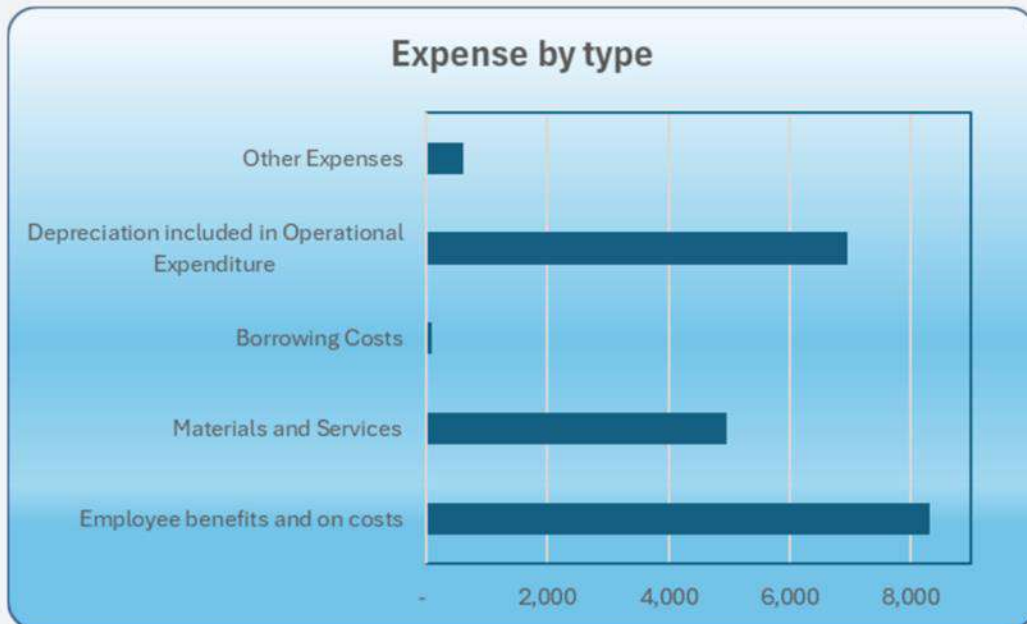
CAPITAL PROJECT
2025-26

| | Projects | | | Source of Funds | | | |
Asset Group	Carry Over 2025/26	Project Description	Total Project Value 2025/26	Reserves	Grants/ Contributions	Borrowings	General Fund
GOVERNANCE							
Office Equipment	0	Councillor Laptops	35,000	0	0	0	35,000
CORPORATE AND ADMINISTRATIVE SERVICES							
Office Equipment	10,000	IT Archiving	10,000	0	0	0	
Furniture & Fittings	40,000	Administration Building Carpet	40,000	0	0	0	
Buildings	30,000	Council Chambers - Relevelling/Restumping	20,000	0	0	0	20,000
ENGINEERING OPERATIONS							
Plant & Equipment	0	Plant Purchases	1,300,000	1,300,000	0	0	0
PUBLIC ORDER AND SAFETY							
Buildings Specialised	0	Rural Fire Service Capital	110,000	0	110,000	0	0
RECREATION AND CULTURE							
Office Equipment	0	Library Books - local Library Priority Project	19,000	0	19,000	0	0
Buildings Specialised	0	Theatre Royal - Subfloor brick repairs	10,000	0	10,000	0	0
Buildings Specialised	0	Theatre Royal - Reverse Cycle Air Conditioner	40,000	0	40,000	0	0
Buildings Specialised	0	Euston Courthouse - Rising damp works	20,000	0	0	0	20,000
Buildings Specialised	0	Euston Courthouse - Roofing works	50,000	0	0	0	50,000
Buildings Specialised	0	Euston Courthouse - Window restoration	20,000	0	0	0	20,000
Buildings Specialised	0	Euston Courthouse - Brick Sealing/Restoration	10,000	0	0	0	10,000
Other Structures	0	Swimming Pool - Replace storeroom shed and refit	15,000	0	0	0	15,000
Other Structures	0	Swimming Pool - Robotic cleaners	20,000	0	0	0	20,000
Other Structures	0	Swimming Pool - Mens change room	10,000	0	0	0	10,000
Other Structures	0	Swimming Pool - Ornate gates Greenham Park entrance	10,000	0	0	0	10,000
Buildings Non-specialised	0	35 River Street - Gutter replacement	5,000	0	0	0	5,000

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Asset Group	Carry Over 2025/26	Projects Project Description	Total Project Value 2025/26	Reserves	Source of Funds Grants/ Contributions	Borrowings	General Fund
Buildings Non-specialised	45,000	Euston Public Convenience - Renovation Murray Tce Toilet	45,000	0	0	0	0
Other Structures	0	Lake Benanee - Stage 1	45,000	0	45,000	0	0
Other Structures	0	Lake Benanee - Stage 2	50,000	0	50,000	0	0
Other Structures	0	Euston Garreffa Park - Install Childrens play area	??		??		
Buildings Non-specialised	0	Euston Anderson Park - Construct toilet block	85,000	0	0	0	85,000
Building Non-specialised	0	Euston GP investigate options	??	0	0	0	??
BUSINESS UNDERTAKINGS							
Other Structures	0	Caravan Park - Fence for security	28,000	0	0	0	28,000
Other Structures	0	Caravan Park - Irrigation system	15,000	0	0	0	15,000
AGED CARE OPERATIONS							
Other Structures	0	Self Care Units - Solar systems all units	24,000	0	24,000	0	0
Buildings specialised	0	Bidgee Haven Hostel - Building Renovation/Upgrade	4,900,000	0	4,900,000	0	0
Furniture & Fittings	0	Bidgee Haven Hostel - Bed Mattresses	5,000	0	0	0	5,000
Plant & Equipment	0	Bidgee Haven Hostel - Compliant Wheelchair	5,000	0	0	0	5,000
Office Equipment	0	Bidgee Haven Hostel - Defib Machine	3,000	0	0	0	3,000
Office Equipment	0	Bidgee Haven Hostel - Oxygen bottle and regulators	3,000	0	0	0	3,000

Asset Group	Carry Over 2025/26	Projects — Project Description	Total Project Value 2025/26	Source of Funds — Reserves	Grants/ Contributions	Borrowings	General Fund
TRANSPORT							
Roads	0	Arumpo Road Upgrade - Council contribution - RTR	413,785	0	413,785	0	0
Roads	0	Marma Box Creek - Reseal of new works (second seal) - RTR	350,000	0	350,000	0	0
Roads	0	Tapalin Mail Road seal construction - 2km of sealed const - RTR	702,160	0	702,160	0	0
Roads	0	MR514 Seal Construction - 3km from end of seal - RTR	1,000,000	0	1,000,000	0	0
Roads	0	Heavy Patching	700,000	0	700,000	0	0
Roads	0	Footpath Construction - Carey Street and Luke Road	25,000	0	0	0	25,000
Roads	0	Footpath Construction - Perry Street	25,000	0	0	0	25,000
Roads	0	Seal 3km Benanee Road starting Stuart Highway intersection	800,000	800,000	0	0	0
Roads	0	Harben Street kerb and gutter/drainage	140,000	0	0	0	140
Roads	0	Resealing Program	800,000	0	0	800,000	0
Roads	0	Kerb and Gutter Construction	50,000	0	0	0	150,000
Roads	0	Installation of sprinkler system Garrelta Parade Euston	20,000	0	0	0	20,000
Roads	0	Update Disability Parking signs Market Street and Myall Street	7,000	0	0	0	7,000
Land	0	Purchase Land for Aerodrome	1,500,000	0	0	1,500,000	0
WATER							
Water		Reservoir Refurbish Internal, Repair ladders, Inlets, Repaint	450,000	0	450,000	0	0
Water		Raw mains air scour	60,000	0	60,000	0	0
Water		Euston raw water mains scour	40,000	0	40,000	0	0
Water		Euston Analytical inline CCP monitoring and control	80,000	0	80,000	0	0
Water		Smart meters	150,000	0	0	0	150,000

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SEWER

Asset Group	Carry Over 2025/26	Project Description	Total Project Value 2025/26	Reserves	Grants/ Contributions	Borrowings	General Fund
Sewer		Balranald Mechanical (Pumps)	40,000	0	40,000	0	0
Sewer		Balranald SPS3 - O'conner St Mechanical (Pumps) - lifting chains	10,000	0	10,000	0	0
Sewer		Balranald SPS4 - Yuranigh St Electrical - new switchboard	90,000	0	90,000	0	0
Sewer		Balranald SPS4 - Yuranigh St Mechanical (Pumps)	40,000	0	40,000	0	0
Sewer		Balranald SPS4 - Yuranigh St Electrical - pipework pedestals and NRV's	30,000	0	30,000	0	0
Sewer		Balranald SPS5 - Endeavour Dr - pipework NRVs and manhole covers	60,000	0	60,000	0	0
Sewer		Balranald SPS6 Endeavour Dr - Mechanical (Pumps) - lifting chains	10,000	0	10,000	0	0
Sewer		Sewer Mains - Gravity Reticulation VC mains following CCTV	100,000	0	100,000	0	0
Sewer		Balranald Treatment Plant Evaporation area inlet refurbishment	20,000	0	20,000	0	0
Sewer		Euston SPS1 - Selwyn St - Electrical - replace pumps	60,000	0	60,000	0	0
Sewer		Euston SPS3 - Stuart Hwy - Electrical - new switchboard	90,000	0	90,000	0	0
Sewer		Euston SPS3 - Stuart Hwy - Electrical - Mechanical (Pumps) - lifting chains	10,000	0	10,000	0	0
Sewer		Euston SPS4 - Taylka Ct - Mechanical (Pumps) - Lifting chains	10,000	0	10,000	0	0

REVENUE POLICY AND FEES AND CHARGES

As part of the operational plan development, Council considers its revenue policy and sets the level of rates and annual charges as well as the various fees and charges that will be applied to raise revenue to fund the services and activities provided. This information is provided in separate documents for ease of access and can be found on our website.

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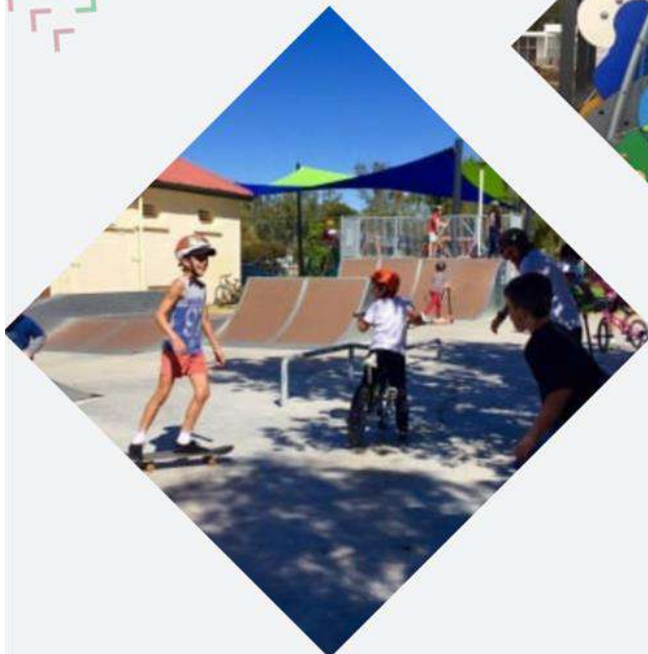
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Balranald Shire Council

Overarching Asset Management Plan

July 2017

Document status

Ref	Approving director		Date
7238	T McCarthy		July 2017

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1 Introduction

1.1 Scope of this asset management plan

This asset management plan has been developed to provide the framework to ensure that Council's infrastructure assets are operated, maintained, renewed and upgraded to guarantee that the Levels of Service are achieved in the most cost effective and sustainable way.

The audience for this asset management plan is Council staff, the Council executive management team, elected representatives (councillors), interest groups, stakeholders and other interested members of the general community.

The specific objectives of this plan are to

- demonstrate responsible and sustainable stewardship of the community assets
- define how Council assets are, and will be, managed to achieve the Levels of Service
- assist the management of the environmental, financial and public risks related to the infrastructure assets
- provide the basis for forward works programs
- provide the basis for optimising whole of life costs
- support long term financial planning.

The plan identifies the future funding requirements and service delivery in the context of

- Levels of Service
- forecast demand for infrastructure and services
- current asset performance
- funding constraints.

The plan supports Council's aim to have the 'best value' asset management strategies and practices by continually developing and improving its knowledge, systems, processes and strategies to ensure Council is providing the level of asset management necessary to competently, responsibly and sustainably manage the community assets now and into the future.

This core asset management plan and strategy is prepared using a top-down approach where analysis is applied at the system or network level. The focus is on current Levels of Service and current practices. It includes expenditure forecasts for asset maintenance, rehabilitation and replacement based on local knowledge of assets and options for meeting current Levels of Service.

Future revisions of this asset management plan and strategy will move towards a more advanced level of asset management using a bottom -up approach for gathering information for individual assets to support the optimisation of activities and programs to meet the Levels of Service. The focus of future plans developed in this manner will include risk and performance optimisation, risk-based strategies, use of predictive methods and optimised decision making techniques.

This plan is based generally on the guidelines outlined in the International Infrastructure Management Manual 2011 incorporating the Sections defined in Table 1.1.

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Table 1.1   Asset Management Plan Sections

Sections	Guidelines
1 Introduction	Outline of the purpose and scope of the plan and how the plan relates to other key policies and strategies.
2 Levels of Service	Outline of Levels of Service and asset performance standards and customer/community expectations and feedback regarding Levels of Service.
3 Future Demand	Identification of demand trends, factors which may influence demand, forecast changes in demand, impacts and implications of future demand and effects on future planning.
4 Asset Management Practices	Provision of a comprehensive strategic asset management gap analysis process for asset management.
5 Risk Management Plan	Provision of an asset-based risk management plan.
6 Overarching Asset Management Strategy	Provision of a summary of Council's overall asset strategy including asset management policy and identification of critical assets.
Appendices Individual Asset Data, AM Improvement Plan and Compliance Checklist	Outline of asset information, operations and maintenance and capital planning information and processes, and future directions for the physical management of the assets.

1.2   Asset planning - background

Balranald Shire Council is following the guidelines that accompany the Local Government Amendment (Planning and Reporting) Act 2009 in the development of asset management plans and strategy. Given the size of the Council, the strategy is included as part of an overall asset management documentation. The Act makes the development of asset management plans a mandatory requirement for NSW local governments.

The primary role of assets is to support the delivery of services that deliver Council's long term objectives. As Council's assets age there are increased maintenance, refurbishment and disposal costs that increase the cost of the services that they support. It is currently estimated that Balranald Shire Council has approximately $162 million of depreciating physical assets.

The current Council planning framework has been revised to align with the legislated planning framework in the Local Government Amendment (Planning and Reporting) Act 2009 and the Integrated Planning and Reporting Guidelines for Local Government in NSW. This plan has been developed in line with the legislated framework and guidelines.

The legislated framework addresses the balance between the resources available against the long term aspirational objectives of Council to ensure that there is not an over-commitment to resources (particularly assets) in the short term.

The Long Term Community Strategic Plan for the Balranald Shire is outlined in 'Balranald Shire Community Strategic Plan 2027' which provides a series of themes for the community, with each driver having a number of strategic outcomes and strategies to achieve the desired outcomes.

The key strategic priorities have been developed and linked to a strategy in the Long Term Community Strategic Plan. These priorities also guide the Four Year Delivery Program. As both the Long Term Community Strategic Plan and the Four Year Delivery Program require community consultation, a strategy has been implemented to ensure that the priorities align with community requirements. Figure 1.1 shows the relationship between the various plans and resourcing strategies.

Figure 1.1   Integrated Planning and Reporting Framework

This figure above can be explained simply, as follows:

Community Strategic Plan - outlines what the community wants; the objectives of the community and strategies to achieve those objectives.

Resourcing Strategy - details the resources that the Council has.

Delivery Program/Operational Plan - shows how Council will use the resources that it has to meet the objectives in the Community Strategic Plan, specifically where Council has been identified as responsible or as a supporting partner in the identified strategies.

Annual Report - details the reporting mechanism used by Council to report on those activities, and actions that Council proposed in its delivery program and operational plan.

As part of this planning process, Council has also prepared a resourcing strategy which includes a long term financial plan, a workforce management strategy and asset management policy. This asset management plan and strategy form part of the overall resourcing strategy for Council. The Balranald Shire Community Strategic Plan 2027', the Delivery Program and Operational Plan have informed and been informed by the Resourcing Strategy. Figure 1.2 shows the relationship between the various resourcing strategies.

Figure 1.2   Resourcing Strategy Framework

This asset management strategy establishes a framework to guide the planning, construction, maintenance and operation of the infrastructure necessary to achieve the goals and objectives as set out in Balranald Shire Community Strategic Plan 2027 and the Delivery Plan 2017-2021.

Underpinning the asset management policy is a combined asset management plan and overarching asset management strategy, which covers all Council's infrastructure assets.

1.3 Asset management policy

The purpose of this policy is to guide the strategic management of Council's assets to ensure the sustainability, equity and affordability of Council's service delivery for present and future Balranald communities.

This policy applies to all infrastructure assets owned or controlled by Council and forms part of the resourcing strategy which supports the Community Strategic Plan whilst meeting the outcomes of the integrated planning and reporting framework in accordance with the Local Government Act and Division of Local Government's Integrated Planning and Reporting Guidelines.

The objective of the policy is to provide the framework for Council to ensure that assets are provided, maintained and renewed so that they continue to meet the service delivery needs of the community in a way which assists in the achievement of Council's visions and provides the best value to the community.

By the implementation of long term management of its assets, Council will achieve significant benefits, including

- more informed decision making
- improved efficiency
- the ability to plan for the present and future generations
- improved long term financial forecasting and management.

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Council needs to ensure that asset management is an integral part of its business cycle, and will

- be consistent with its goals and objectives
- help to manage business risk
- provide tangible benefits
- be integrated with other components of the business
- be sustainable.

The goal of the policy is to ensure adequate provision is made for the long term replacement of major assets by

- ensuring that Council's services and infrastructure are provided in a sustainable manner with the appropriate levels of service to residents, visitors and the environment
- safeguarding Council assets including physical assets and employees by implementing appropriate asset management strategies and appropriate financial resources for those assets
- creating an environment where all Council employees take an integral part in overall management of Council assets by creating and sustaining asset management awareness throughout the organisation by training and development
- meeting legislative requirements for asset management
- ensuring resources and operational capabilities are identified and responsibility for asset management is allocated
- demonstrating transparent and responsible asset management processes that align with demonstrated best practice.

Council's Asset Management Policy was adopted by Council at its meeting held on 26 June 2012 and has been reviewed in February 2017.

A full copy of Council's policy is available on Council's website.

1.4   About asset management

Asset management includes the creation, acquisition, maintenance, operation, renewal or rehabilitation and disposal of assets.

The key elements of infrastructure asset management are

- taking a lifecycle approach
- developing cost-effective management strategies for the long term
- providing a defined level of service and monitoring performance
- understanding and meeting the demands of growth through management and infrastructure investment
- managing risks associated with asset failures
- sustainable use of physical resources
- continuous improvement in asset management practices.

The asset management plan is a tool combining management, financial, engineering and technical practices to ensure that assets are managed and the Levels of Service required by customers are provided at the most economical cost to the community.

There are four broad asset management plan inputs and outputs. See Figure 1.3.

- **Processes** - the processes, analysis and evaluation techniques needed to support effective lifecycle asset management

- **Information Systems** - the information systems to support asset management processes and manipulate data

- **Data** - appropriate, accessible and reliable data for manipulation by information systems to produce the outputs required

- **Implementation Practices** - including organisation, commercial, contractual and people issues

Figure 1.3   Asset Management Plan Inputs and Outputs

An organisation with solid asset management practices in place will:

- know what assets it owns or has responsibility or legal liability for

- have these assets recorded in an asset register down to an identifiable level

- understand asset values and depreciation

- know the physical condition and rate of deterioration and remaining life of its assets

- know the likely types of failure modes, and predict when they may occur

- know the right time to maintain, rehabilitate and reconstruct assets and implement relevant maintenance and renewal strategies

- have the ability to analyse alternative treatment options and have the ability to rank the treatment options available

- have the ability to determine the likelihood and consequence (risk) associated with the different failure modes

- have knowledge of asset performance and reliability

- have knowledge of asset utilisation and capacity
- understand and have recorded the current Levels of Service in terms of quantity and quality of service
- understand the future Levels of Service required by customers based on community expectations and consultation and in the context of changing demand
- understand and calculate the long term capital and recurrent expenditure and funding needs to sustain assets and provide future Levels of Service for at least ten years into the future
- develop and approve necessary asset renewal programs and funding to sustain Council assets and required Levels of Service.

The organisation should have uniform processes across the whole organisation for the evaluation of any investment in, and forecasts of, operations and maintenance, renewals and new works. Such processes involve:

- monitoring and reporting on the condition and performance of Council assets against Levels of Service and regulatory requirements
- understanding the demand for new assets and services through planning analysis and customer/community surveys
- linking Council corporate goals to asset investments and works programs by:
  - applying best appropriate life cycle processes and practices
  - acquiring and maintaining necessary data and knowledge
  - storing this data and knowledge in appropriate asset management information systems
  - preparing asset management plans so that the strategy is known to all
  - adopting appropriate and 'best value' commercial tactics.

1.5   Balranald Shire Council

Balranald Shire Council is located in the south western district of NSW, approximately 850km south west from Sydney and 450km north of Melbourne. It covers an area of 21,699 square kilometres, making it the fifth largest Shire in the State. The main townships are Balranald (population 1,200) and Euston (population 600), located on the banks of the Murrumbidgee and Murray Rivers respectively. Other localities in the Shire include Kyalite, Oxley, Penarie (Homebush), Hatfield and Claire. The total population of Balranald Shire is just under 2500 persons. Approximately seven percent of the Shire's population is indigenous.

Figure 1.4   Map of Balranald

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

The economy of the Balranald Shire Council is strongly connected to agriculture, including grains (dryland and irrigated), sheep and cattle. However diversification has occurred to encompass horticulture, viticulture, organic agriculture, tree (fruit and nut), timber harvesting and tourism. The Sturt Highway provides the east west route for flow of goods, services and visitors to the Shire.

1.6   Assets covered by this plan

The following asset groups are covered by this asset management plan and strategy

- Transport assets including
  - roads
  - kerb and gutter
  - footpaths
  - bridges and major culverts

- Building assets including
  - library
  - museum
  - art gallery
  - plant and depot etc.
- Sewer assets including
  - Balranald sewerage
  - Euston sewerage
- Water assets including
  - Balranald water
  - Euston water
- Stormwater assets
- Open space and recreation assets including:
  - parks, gardens and reserves
  - recreational facilities including swimming pools, sporting complex, tennis and netball courts, skate park etc.
- Other assets (waste/other structures)

Full details of the Council's assets are included in the asset class specific section of this plan.

1.7   Responsibilities for management of assets within Council

The responsibilities relating to infrastructure assets within Council are as follows:

- Councillors adopt the policy to ensure sufficient resources are applied to manage the assets
- The General Manager has overall responsibility for developing an asset management strategy, plans and procedures and reporting on the status and effectiveness of asset management within Council
- Executive managers are responsible for implementing asset management systems, policies and procedures
- Employees with management or supervisory responsibility are responsible for the management of assets within the area of responsibility, as determined under asset management plans

In the short term, employees will be tasked under implementation plans, and will be responsible for the timely completion of the activities contained within those plans. In the medium term, awareness sessions will be conducted to ensure that employees are familiar with asset management and how it is applied within Balranald Shire Council.

1.8   Key stakeholders

Key stakeholders are those groups of people who have an interest in the responsible management of assets. The following list identifies key stakeholders and a description of their role in the management of Council's assets.

Table 1.2   Key Stakeholders

Stakeholders	Role
Councillors	− Represent needs of community/stakeholders − Allocate resources to meet the organisation's objectives in providing services while managing risks − Ensure the organisation is financially sustainable
General Manager	Overall responsibility for the management of Council's asset network
Community	End users of Council's assets
Council Staff	Managers of Council's asset network
Visitors	End users of Council's asset network
Public Utility Providers	Utilisation of assets for public utilities infrastructure
Emergency Services	End users of Council's asset network
Local and National Business	End users of Council's asset network
State Government	Management and funding source for a range of assets

1.9   Links to Council plans and strategies

This asset management plan and strategy has been prepared having regard to the vision, guiding principles and strategic objectives as outlined in 'Balranald Shire Community Strategic Plan 2027', and is detailed as:

"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".

Infrastructure assets will play both a direct and an indirect role in the delivery of a number of the key community drivers and Council actions. The table below indicates how Council's assets play a role in the delivery of the key strategies linked to the Community Strategic Plan's pillars and goals.

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Table 1.3   Asset Linkages to the Community Strategic Plan 2027

Pillars	Strategic Objectives		Strategies		Transport	Buildings	Sewer	Water	Stormwater	Open Space & Recreation Assets	Other (Waste)
Our People	1.1	Create more opportunities for community members to socialise and connect in our community	1.1.1	Expand opportunities for social interaction	✓	✓				✓	
Our Place	2.1.	Promote our community as a lifestyle, work and business destination	2.1.3	Towns are safe and inviting for locals and visitors	✓	✓				✓	
			2.1.4	Develop a series of communication mediums to promote the benefits of living and working in our community	✓	✓				✓	
	2.2	Create opportunities to assist community members who are disadvantaged	2.2.2	Plan for an ageing population	✓	✓	✓	✓	✓	✓	✓
	2.3	Provide and promote a wide range of lifestyle opportunities and activities, facilities and the environment to provide safe and inviting communities	2.3.1	Plan construct and maintain recreational facilities	✓	✓	✓	✓	✓	✓	✓
			2.3.3	Create and/or promote events							
Our Economy	3.2	Develop and promote our community as a desirable place to stop, stay and experience the Outback and river environments of South Western NSW	3.2.1	Formulate and implement a Balranald Shire Tourism and Marketing Strategy	✓	✓				✓	
			3.2.2	Improve Heritage Park (Discovery Centre Precinct)							
			3.2.3	Develop an eco-trail in the Euston Forest			✓	✓	✓	✓	
			3.2.4	Improve links between Balranald communities and Mungo and Yanga National Parks			✓			✓	

Pillars	Strategic Objectives		Strategies		Transport	Buildings	Sewer	Water	Stormwater	Open Space & Recreation Assets	Other (Waste)
			3.2.7	Implement physical improvements to Market Street	✓	✓	✓	✓	✓	✓	✓
	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.	3.3.4	Maximise regional development opportunities	✓	✓	✓	✓	✓	✓	✓
Our Culture	4.1	Promote opportunities to acknowledge and celebrate our diverse cultures, heritage, artistic expression, religions and faiths.	4.1.1	Identify, protect and interpret our significant heritage sites		✓				✓	
Our Infrastructure	5.1	To preserve and enhance our natural environments ensuring they remain sustainable, healthy and clean	5.1.1	Continual focus on reducing our environmental footprint and being environmentally sustainable.	✓	✓	✓	✓	✓	✓	✓
	5.2	Promote key health, community communications and infrastructure improvements	5.2.1	Extend mobile coverage especially in the Hatfield / Claire area and National Parks.	✓					✓	
			5.3.1	Identify and lobby for key transport and road infrastructure improvements	✓		✓	✓	✓	✓	✓
	5.3	Plan, maintain and develop key transport, energy and community infrastructure.	5.3.2	Provide for more and improved footpaths, bike paths and mobility scooter paved concrete paths	✓				✓	✓	
			5.3.3	Identify potential access to new energy technologies and infrastructure	✓	✓	✓	✓	✓	✓	✓

Pillars	Strategic Objectives		Strategies		Transport	Buildings	Sewer	Water	Stormwater	Open Space & Recreation Assets	Other (Waste)
		5.3.4	Create more tourism opportunities and offers with the existing aerodrome and other transport facilities		✓	✓				✓	✓
		5.3.5	Provide community infrastructure		✓	✓	✓	✓	✓	✓	✓
Our Leadership	6.2	Strengthen collaboration and partnerships across all levels of government.	6.2.2	Seek collaborative approaches in both planning and delivery of community services	✓	✓	✓	✓	✓	✓	✓

This asset management plan also has links with other Council plans and documents including:

- Operational Plan – detailed action plan on projects and finances for each particular year. The works identified in the Asset Management Plan form the basis on which operational plans are prepared

- Standards and Policies

- Direct Contributions Plans

- State of the Environment Report

- Plans of Management

1.10   Legislative requirements

There are a number of legislative requirements that apply to the management of assets, including but not limited to:

- Local Government Act 1993
- Local Government (General) Regula2tion 1999
- Environmental Planning and Assessment Act 1979
- Environmental Planning Legislation Amendment Act 2006
- Protection of the Environment Administration Act 1991
- Protection of the Environment Operation Act 1991
- Civil Liability Act 2002
- Environmental Protection Act 1970
- Work, Health and Safety Act and Regulations
- Disability Discrimination legislation including:
- Commonwealth Disability Discrimination Act 1992 (DDA)
- NSW Anti-Discrimination Act 1997
- AS 1428 (Set) – 2003 Design for Access and Mobility
- AS/NZS 4360 – 2004 Risk Management
- Australian Accounting Standards
- Environmentally Hazardous Chemicals Act 1985
- Water Management Act 2000
- Heritage Act 1977
- Crown Lands Act
- Building Code of Australia
- Plus other legislation relating to:
    - Working at Heights
    - Confined Spaces
    - Plant Regulations
    - Manual Handling
    - Noise Regulations
    - Planning Controls
    - Various other Australian Standards

2   Levels of Service

2.1   Introduction

Level of Service (also service level) can be defined as the service quality for a given activity. Levels of Service are often documented as a commitment to carry out a given action or actions within a specified time frame in response to an event or asset condition data.

Service levels may relate to:
- Reliability of Service
- Quality of Service
- Quantity of Service
- Safety/Risk/Security

The objective of asset management is to enable assets to be managed in such a way that agreed Levels of Service are consistently achieved in the most cost effective manner.

The current Levels of Service are governed by available funding.

Levels of Service that are based on an understanding of customer needs, expectations, preferences and their willingness to pay for any increase in the Levels of Service are required in the future.

2.2   Customer research and expectations

Council is planning to apply for a Special Rate Variation which will enable Council to carry out community satisfaction surveys.

2.3   Service level outcomes

This asset management plan specifically defines Levels of Service for each asset class. These service levels are defined for the individual asset classes as part of the lifecycle management sections of this plan.

These Levels of Service have been combined to deliver five asset-related service level outcomes. The service level outcomes are:
- Accessibility
- Quality / condition
- Responsiveness
- Customer satisfaction
- Affordability
- Sustainability

Each of the service level outcomes is related directly to the Community Strategic Plan 2027 by the way each asset class helps deliver the services required by the community. These service level outcomes are essential to ensure that the asset portfolio is not only maintained to a satisfactory level but also caters for the future demands of the community whilst balancing the potential risks to the community and the Council. The service level outcomes and how they are related to the assets and Council's strategies are detailed in Table 2.1.

Accessibility

To ensure the asset base performs as required it is essential that the asset, no matter which type of asset, is generally available to the community as required. As a service outcome the Council's customers will require assets that are accessible and can be relied upon to deliver the services that are not only expected, but the services that are required.

Quality / Condition

Asset quality is also very important. In this regard, Council should determine the quality of the assets required for the Shire area. Quality will have more to do with the manner and type of the asset rather than its condition. An asset may be poor in quality yet have a condition which is described as good.

Responsiveness

Council will maintain assets in a workman-like manner and be responsive to the needs of the community now and into the future. Whilst this may be difficult in some instances, Council places a high emphasis on customer service and it's responsiveness to customer enquiries. Strategies will be implemented to ensure that Council maintains a high level of customer support.

Customer satisfaction

Council will continue to provide services to the community in a manner that is efficient and effective. Council will continue to monitor community satisfaction with its current services and strive to improve community satisfaction where possible.

Affordability

Council will maintain its infrastructure assets in a cost effective affordable manner in accordance with responsible economic and financial management. In order for Council's assets to assist in meeting the strategic goals and in attaining optimum asset expenditure, Council will need to continually review its current operational strategies and adopt new and proven techniques to ensure that assets are maintained in their current condition.

Sustainability

Council will ensure that its assets are maintained in a manner that will ensure the long term financial sustainability of the Shire for current and future generations. This will be achieved by ensuring efficient and effective service delivery and ensuring appropriate funds are allocated to maintain and renew infrastructure assets.

The primary linkages between these service level outcomes and the community strategies are illustrated in the following table.

Table 2.1   Strategies and Service Level Outcomes

Pillars	Strategic Objectives	Strategies	Accessibility	Quality / condition	Responsiveness	Customer satisfaction	Affordability	Sustainability
Our People	1.1 Create more opportunities for community members to socialise and connect in our community	1.1.1 Expand opportunities for social interaction	✓	✓	✓	✓	✓	
Our Place	2.1 Promote our Community as a lifestyle, work and business destination	2.1.3 Towns are safe and inviting for locals and visitors		✓	✓	✓	✓	✓
		2.1.4 Develop a series of communication mediums to promote the benefits of living and working in our community		✓	✓	✓	✓	✓
	2.2 Create opportunities to assist community members who are disadvantaged	2.2.2 Plan for an ageing population	✓	✓		✓	✓	✓
	2.3 Provide and promote a wide range of lifestyle opportunities and activities, facilities and the environment to provide safe and inviting communities	2.3.1 Plan construct and maintain recreational facilities	✓	✓	✓	✓	✓	✓
		2.3.3 Create and/or promote events		✓		✓	✓	
Our Economy	3.2 Develop and promote our community as a desirable place to stop, stay and experience the Outback and river environments of South Western NSW	3.2.1 Formulate and implement a Balranald Shire Tourism and Marketing Strategy	✓	✓		✓		✓
		3.2.2 Improve Heritage Park (Discovery Centre Precinct)		✓				✓
		3.2.3 Develop an eco-trail in the Euston Forest						
		3.2.4 Improve links between Balranald communities and Mungo and Yanga National Parks	✓			✓	✓	

Pillars	Strategic Objectives	Strategies	Accessibility	Quality / condition	Responsiveness	Customer satisfaction	Affordability	Sustainability
		3.2.7 Implement physical improvements to Market Street		✓		✓		✓
	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.	3.3.4 Maximise regional development opportunities	✓	✓			✓	✓
Our Culture	4.1 Promote opportunities to acknowledge and celebrate our diverse cultures, heritage, artistic expression, religions and faiths.	4.1.1 Identify, protect and interpret our significant heritage sites		✓				✓
Our Infrastructure	5.1 To preserve and enhance our natural environments ensuring they remain sustainable, healthy and clean	5.1.1 Continual focus on reducing our environmental footprint and being environmentally sustainable.		✓	✓		✓	✓
	5.2 Promote key health, community communications and infrastructure improvements	5.2.1 Extend mobile coverage especially in the Hatfield / Claire area and National Parks.	✓	✓		✓	✓	✓
	5.3 Plan, maintain and develop key transport, energy and community infrastructure	5.3.1 Identify and lobby for key transport and road infrastructure improvements	✓	✓	✓	✓	✓	✓
		5.3.2 Provide for more and improved footpaths, bike paths and mobility scooter paved concrete paths	✓	✓	✓	✓	✓	✓
		5.3.3 Identify potential access to new energy technologies and infrastructure		✓	✓		✓	✓

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Pillars	Strategic Objectives	Strategies	Accessibility	Quality / condition	Responsiveness	Customer satisfaction	Affordability	Sustainability
		5.3.4 Create more tourism opportunities and offers with the existing aerodrome and other transport facilities	✔		✔	✔	✔	✔
		5.3.5 Provide community infrastructure	✔	✔	✔	✔	✔	✔
Our Leadership	6.2 Strengthen collaboration and partnerships across all levels of government	6.2.2 Seek collaborative approaches in both planning and delivery of community services			✔	✔		

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2.4 Condition

Condition is a measure of an assets physical condition relative to its condition when first constructed. When rating asset condition, Council uses a scale of 0 - 5, where 0 = new and 5 = totally failed. A copy of a typical condition rating matrix is detailed below.

Condition Rating	Condition	Descriptor	Guide	Residual Life as a % of Total Life	Mean Percentage of Residual Life
1	Excellent	Sound physical condition. Asset likely to perform adequately without major work.	Normal maintenance required	>86	95
2	Good	Acceptable physical condition, minimal short-term risk of failure.	Normal maintenance plus minor repairs required (to 5% or less of the asset)	65 to 85	80
3	Satisfactory	Deterioration evident, failure in the short term unlikely. Minor components need replacement or repair now but asset still functions safely.	Significant maintenance and/or repairs required (to 10 - 20% of the asset)	41 to 64	55
4	Worn	Deterioration of the asset is evident and failure is possible in the short term. No immediate risk to health and safety.	Significant renewal required (to 20 - 40% of the asset)	10 to 40	35
5	Poor	Failed or failure is imminent or there is significant deterioration of the asset. Health and safety hazards exist which present a possible risk to public safety.	Over 50% of the asset requires renewal	<10	5

2.5 Levels of Service

The Levels of Service for each asset class have been developed based on current work practices and performance. They take into account current data collection and monitoring practices and reflect the service level outcome categories. Current service levels are detailed in the individual asset sections located in the appendices of this plan.

3 Future Demand

3.1 Demand forecast

The future infrastructure demand for community infrastructure and facilities is driven by changes and trends in

- population growth/reduction
- changes in the demography of the community
- lifestyle changes
- residential occupancy levels
- commercial/industrial demand
- technological changes which impact the asset
- the economic situation
- government policy
- environmental.

3.2 Population forecasts

The estimated current and forecast resident population of Balranald Shire from the New South Wales local area population projections is shown in the table below.

Table 3.1   Population Projections

Area	Forecast year						
	2011	2016	2021	2026	2031	2036	Total change
Riverina Cities	275,472	283,673	295,469	308,291	320,967	333,994	+58,522
Balranald Council area	2,372	2,332	2,333	2,333	2,336	2,339	-34

The population of the Balranald Shire is expected to decline slowly over the next twenty years. Recent population modelling predicts a decrease of approximately 34 persons between 2011 and 2036.

3.3 Changes in technology

Technology changes may affect the delivery of infrastructure services as a result of improvements to construction materials and methods. These may potentially increase the life of some assets and reduce susceptibility to damage.

3.4　Demand management plan

The following general implications and impacts are predicted on the Council assets, based upon changes and trends are shown in Table 3.2.

Table 3.2　Future Demand Impact on Assets

Demand Factor	Impact on Services
Population	Population growth will typically place an increased demand on assets, especially libraries and community centres; however population is estimated to remain static for the period of the plan and will not be a driving factor in planning for new assets
Demographics	The trend towards an increasing and older population will place an increased demand on some assets, especially aged care facilities, community centres and recreation assets
Social/Economic	Not directly applicable
Transportation Changes	Not directly applicable
Increasing Costs	Requirement to continue to maximise service delivery within the funding limitations
Environment and Climate	Some assets may be impacted by change such as more severe weather events
Lifestyle	Will impact on the type and size of facilities provided into the future
Technology	May require improved environmental management of facilities

3.5　Demand management strategies

A formal demand management plan does not currently exist and is not required. Increases in demand for asset-based services will not be driven by population increases but more by changing demographics of the population. Council will continue to monitor the changing population and adapt and modify services as appropriate to the existing community needs.

Council has a strategy for the development and expansion for the towns of Balranald and Euston and plans to take advantage of the proximity to Mildura to drive localised growth.

4   Asset Management Strategy and Practices

4.1   Asset management systems

Currently, Council has no formalised asset management system. All asset data for depreciation purposes is stored in the Council's financial system. The asset registers for asset management purposes are maintained in a series of standalone spreadsheets maintained by the individual asset managers. It is recommended that, to improve the asset management improvement program, a single corporate asset register be established.

4.2   Data collection and validation

In the preparation of this asset management plan and strategy, Council has used the most current and up to date information that it has available. This information will be required to be updated on a regular basis. Council currently has a semi-formal approach to the collection of asset condition data. In some asset classes such as sewerage there is a process for ongoing CCTV pipe inspections; in other asset classes data is updated on a regular basis however the process is not fully documented.

As part of the asset management improvement plan it is proposed that these matters be addressed on an ongoing basis.

4.3   Asset management gap analysis

An asset management gap analysis process has been undertaken for Council's assets as part of the NSW Division of Local Government Infrastructure Audit.

The gap analysis process included an

- assessment of current asset management practice against various desired asset management criteria and elements (generally assessment made considering frequency, emphasis, formality, systems and results)
- assessment of desired/target asset management practice to be achieved within the target timeframe against various best practice asset management criteria and elements (generally assessment made considering frequency, emphasis, formality, systems and results)
- identification of the gap between current asset management practice and desired/target asset management practice.

The results of the gap analysis are shown in Figure 4.1 below.

The audit results for Balranald indicate a low level of compliance with asset management practices within the organisation. This result is typically of a small size of the organisation that has adopted a practical day to day approach to the management of its assets. Typically, Balranald has many of the core aspects of asset management however these are not well documented and typically not carried out in a strategic manner.

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Figure 4.1   Strategic Asset Management Gap Analysis Summary Chart

Balranald Council	Current Score	Desired score 3yrs	Priority (1-3)	1	2	3	4	5	6	7	8	9	10
Asset Knowledge / Data	4.0	8.0		🟩	🟩	🟩	🟩	🟥	🟥	🟥	🟥		
Asset Classification/ Hierarchy	6			🟩	🟩	🟩	🟩	🟩	🟩				
Attributes and Location	2			🟩	🟩								
Condition Data	3			🟩	🟩	🟩							
Lifecycle Cost Data	4			🟩	🟩	🟩	🟩						
Valuation, Depreciation and Age/Life Data	5			🟩	🟩	🟩	🟩	🟩					
Asset Knowledge Processes	6.0	8.0		🟩	🟩	🟩	🟩	🟩	🟩	🟥	🟥		
Asset Accounting/ Valuation	6			🟩	🟩	🟩	🟩	🟩	🟩				
Strategic Asset Planning Processes	4.0	8.0		🟩	🟩	🟩	🟩	🟥	🟥	🟥	🟥		
Strategic Long Term Plan	4			🟩	🟩	🟩	🟩						
Asset Management Policy and Strategy	6			🟩	🟩	🟩	🟩	🟩	🟩				
Levels of Service	4			🟩	🟩	🟩	🟩						
Risk Management	3			🟩	🟩	🟩							
Financial Planning and Capital Investment	2			🟩	🟩								
Asset Management Plans	6			🟩	🟩	🟩	🟩	🟩	🟩				
Operations and Maintenance Work Practices	3.0	8.0		🟩	🟩	🟩	🟥	🟥	🟥	🟥	🟥		
Operations / Maintenance Management	4			🟩	🟩	🟩	🟩						
Critical Assets	1			🟩									
Information Systems	3.0	8.0		🟩	🟩	🟩	🟥	🟥	🟥	🟥	🟥		
Asset Register	3			🟩	🟩	🟩							
Systems Integration	3			🟩	🟩	🟩							
Organisation Context	2.0	8.0		🟩	🟩	🟥	🟥	🟥	🟥	🟥	🟥		
Organisational Strategy	2			🟩	🟩								
Asset Management Review/Improvement	3			🟩	🟩	🟩							
AM Roles and Responsibilities	2			🟩	🟩								

4.4   Improvement plan

As part of an ongoing commitment to asset management within the organisation, each asset class has a number of improvement tasks which have been prioritised, and as each task is actioned, Council's capability and capacity for improved management of assets will be enhanced. Below are the high priority actions which will lead to improved management of Council's assets as a whole. The full asset management improvement program is detailed in Appendix 8.

4.5   Asset management strategy

The Asset Management Strategy is to enable Council to show:

- how its asset portfolio will meet the service delivery needs of its community into the future
- enable Council's Asset Management Policy to be achieved
- ensure the integration of Council's asset management with its Long Term Strategic Plan.

The overarching Asset Management Strategy proposes the following strategies to enable the objectives of the Community Strategic Plan to be achieved.

No	Strategy	Desired Outcome
1	Continue the move from annual budgeting to long term financial planning	The long term implications of Council services are considered in annual budget deliberations
2	Further develop and review the Long Term Financial Plan covering ten years incorporating asset management plan expenditure projections with a sustainable funding position outcome	Sustainable funding model to provide Council services
3	Incorporate Year 1 of Long Term Financial Plan revenue and expenditure projections into annual budgets	Long term financial planning drives budget deliberations
4	Review and update asset management plan financial projections and long term financial plans after adoption of annual budgets. Communicate any consequence of funding decisions on service levels and service risks	Council and the community are aware of changes to service levels and costs arising from budget decisions
5	Report Council's financial position at Fair Value in accordance with Australian accounting standards, financial sustainability and performance against strategic objectives in annual reports	Financial sustainability information is available for Council and the community
5	Ensure Council's decisions are made from accurate and current information in asset registers, on service level performance and costs and 'whole of life' costs	Improved decision making and greater value for money
7	Report on Council's resources and operational capability to deliver the services needed by the community in the Annual Report	Services delivery is matched to available resources and operational capabilities
8	Ensure responsibilities for asset management are identified and incorporated into staff position descriptions	Responsibility for asset management is defined
9	Implement an Improvement Plan to realise 'core' maturity for the financial and asset management competencies.	Improved financial and asset management capacity within Council
10	Report annually to Council on development and implementation of asset management strategy and plan and long term financial plans	Oversight of resource allocation and performance

4.6   Monitoring and review procedures

The executive management team will consider a summary report on the progress against the asset management improvement plan on a regular basis and will prepare a detailed report on progress against the plan on an annual basis at the end of each financial year and present it to Council.

5   Risk Management Plan

Risk management is defined in AS/NZS 4360:2004 as: "the culture, processes and structures that are directed towards realising potential opportunities whilst managing adverse effects".

A high level risk assessment process to identify risks and to outline a plan to address the risks relating to assets was undertaken in November 2013. The risk assessment process was carried out generally in accordance with Australian Standard for Risk Management AS/NZS 4360:2004.

The risk assessment process identified and evaluated community and service risks that may impact on the community and delivery of services and developed a risk treatment plan.

Critical assets have been identified by utilising the day to day operational knowledge and technical skills of Council staff to identify critical assets in each asset category. Critical assets have been highlighted in the overarching asset management strategy.

Currently no risk mitigation strategies have been developed for critical assets. More work is required in terms of business continuity planning in relation to these assets. It is understood that these matters will be addressed over the next twelve months.

In addition to the community and service risks identified in the risk register, there are a number of risks associated with the management of the assets. These strategic risks are identified in Table 5.1.

Table 5.1   Risk Register for Council's Assets

Risk Categories: VH = very high, H = high, M = medium, L = low

Risk Details / Event	Likelihood	Consequence	Risk	Asset Group Affected							Existing Controls	Controls Adequate	Actions Needed
				Transport	Sewage	Water	Stormwater	Open Space and Rec	Other (Waste)	Buildings			
Poor design / construction causes damage or injury	Possible	Major	H	✓	✓	✓	✓	✓	✓	✓	Designs prepared and construction projects supervised by suitably qualified and experienced people	Y	Adopt more rigorous *Design Office Approach* to ensure standards are achieved for design and documentation. Implement improved *Project Management Approach* and establish mechanisms for better liaison between designers and constructors. Better communications between design and construction staff required.
Damage caused by vandalism including graffiti	Possible	Moderate	M	✓	✓			✓		✓	Efforts are made to design and construct works to reduce susceptibility to damage. Council arranges removal of graffiti from its assets	Y	
Overall condition of assets decreases due to inadequate renewal and maintenance programs	Likely	Moderate	H	✓	✓	✓	✓	✓	✓	✓	Programs controlled by budget availability	N	Establish clear management plans, with forecast costs, to maintain Levels of Service and debate with Council.
Changes in legislation affect the responsibilities of Council	Unlikely	Moderate	L	✓	✓	✓	✓	✓	✓	✓	Monitor legislative changes	Y	Continue to monitor legislative changes.

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Risk Details / Event	Likelihood	Consequence	Risk	Asset Group Affected							Existing Controls	Controls Adequate	Actions Needed
				Transport	Sewage	Water	Stormwater	Open Space and Rec	Other (Waste)	Buildings			
Resource constraints affect the management of the assets	Possible	Major	H	✓	✓	✓	✓	✓	✓	✓	None	N	Monitor staff turnover and maximise staff retention.
Unforeseen increases in fuel, plant and materials costs	Likely	Moderate	H	✓	✓	✓	✓	✓	✓	✓	Costs are monitored	Y	Continue to monitor costs.
Failure of materials supplies	Possible	Major	H	✓	✓	✓	✓	✓	✓	✓	None	N	Ensure alternative supply arrangements are in place for critical materials.
Flooding	Possible	Major	H	✓	✓		✓	✓		✓	Flood management plans being prepared	Y	Implement flood management program.
Impact of climate change on assets	Possible	Major	H	✓	✓	✓	✓	✓	✓	✓	None	N	Prepare climate change plans and programs targeting asset management.

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5.1 Critical assets

Council has not undertaken any detailed analysis of critical assets, however based on the skills and knowledge of Council's operational and technical staff, Council has identified its critical assets as following:

- Balranald and Euston Water Treatment Plant

- Balranald and Euston Reservoirs, including intake structures

- Main Sewerage Pump Stations

- Councils Administration Centre

The emergency response plan for these assets is currently in development.

6   Combined Assets Overview

6.1   Combined assets values

In total, Balranald Shire Council has over $162 million worth of assets with a written down value of $108 million and over $2.8 million in annual depreciation expense.

6.2　Overall funding strategy

Council's overall funding strategy is to align and to match the asset value and asset expenditure. Asset groups that are generally larger carry a greater replacement cost, have higher usage and importance and are allocated more funding than those from a smaller group.

Figure 6.1　Total Asset Composition Based on Current Replacement Cost and Budget Allocation
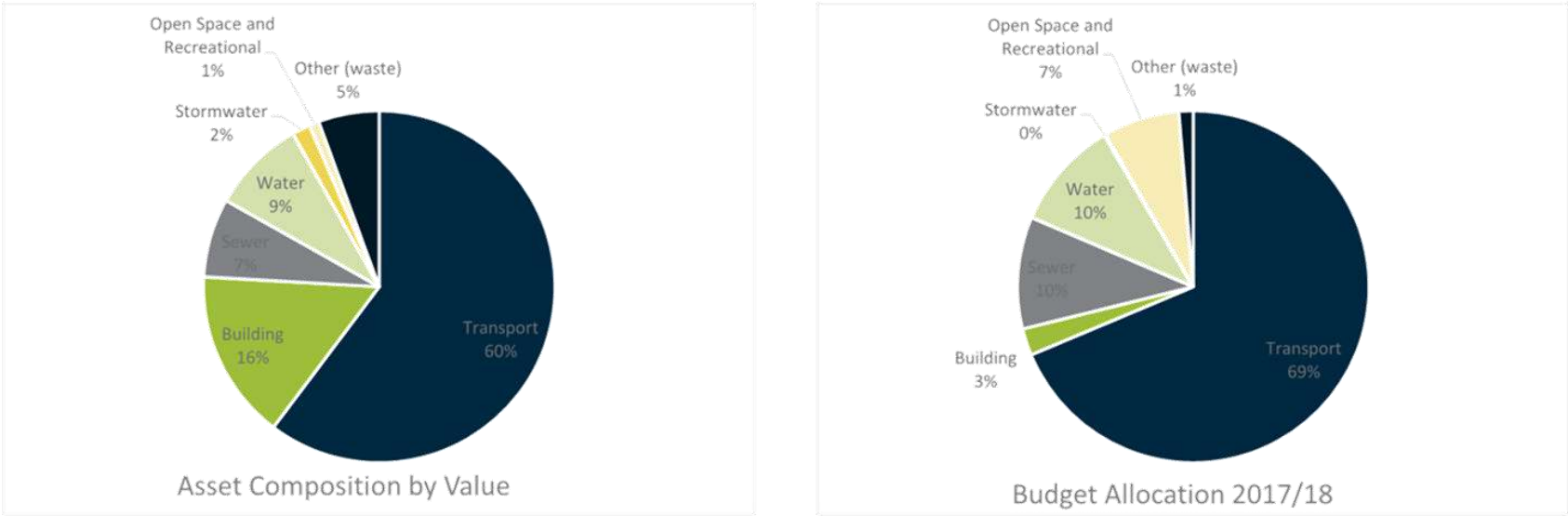
Figure 6.1 above shows asset composition based on current replacement cost and 2017/18 budget allocation. As indicated, Council expenditure is typically based on the asset groups that carry large replacement cost and high significance. In addition, Council monitors asset requirements regularly and allocates budget accordingly.

6.3　　Summary of asset expenditure

Council's total ten year expenditure budget on its infrastructure assets is reasonable with estimated shortfall of $1.1 million. The table below provides a summary of Council's ten year expenditure of all assets.

Expenditure Summary	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	10 Year Total
Actual											
Renewal	$3,503	$3,186	$3,221	$3,127	$3,619	$2,888	$3,004	$2,526	$2,282	$2,782	$30,137
New and Expanded Assets	$876	$784	$799	$804	$819	$824	$840	$845	$861	$867	$8,318
Operational	$565	$577	$589	$602	$614	$627	$640	$654	$668	$682	$6,219
Maintenance	$1,943	$1,967	$1,997	$2,024	$2,054	$2,080	$2,112	$2,128	$2,161	$2,193	$20,658
Total Expenditure	$6,887	$6,514	$6,605	$6,557	$7,106	$6,419	$6,596	$6,153	$5,971	$6,524	$65,332
Required											
Required Renewal (Depreciation)	$2,895	$2,968	$3,042	$3,118	$3,195	$3,275	$3,356	$3,439	$3,524	$3,611	$32,422
New and Expanded Assets	$876	$784	$799	$804	$819	$824	$840	$845	$861	$867	$8,318
Required O&M	$3,363	$3,466	$3,569	$3,676	$3,785	$3,897	$4,012	$4,130	$4,252	$4,376	$38,526
Total	$7,133	$7,218	$7,410	$7,597	$7,799	$7,996	$8,208	$8,414	$8,636	$8,853	$79,266
Overall (GAP)	($246)	($704)	($805)	($1,041)	($693)	($1,577)	($1,612)	($2,261)	($2,665)	($2,330)	($13,934)

Excluding water and sewer assets from the expenditure calculations due to their separate budgets slightly increases this shortfall by $0.7 million.

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Expenditure Summary	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	10 Year Total
Actual											
Renewal	$2,471	$2,126	$2,554	$2,487	$3,112	$2,611	$2,590	$2,324	$2,078	$2,573	$24,925
New and Expanded Assets	$876	$784	$799	$804	$819	$824	$840	$845	$861	$867	$8,318
Operational	$400	$409	$417	$426	$434	$443	$452	$462	$471	$481	$4,395
Maintenance	$1,508	$1,522	$1,542	$1,560	$1,580	$1,595	$1,616	$1,622	$1,643	$1,664	$15,854
Total Expenditure	$4,379	$4,057	$4,513	$4,472	$5,125	$4,649	$4,659	$4,408	$4,193	$4,718	$53,491
Required											
Required Renewal (Depreciation)	$2,530	$2,595	$2,661	$2,728	$2,797	$2,868	$2,940	$3,014	$3,089	$3,167	$28,389
New and Expanded Assets	$876	$784	$799	$804	$819	$824	$840	$845	$861	$867	$8,318
Required O&M	$2,846	$2,937	$3,029	$3,124	$3,221	$3,321	$3,423	$3,528	$3,636	$3,747	$32,813
Total	$6,251	$6,317	$6,489	$6,656	$6,837	$7,013	$7,203	$7,387	$7,587	$7,781	$69,520
Overall (GAP)	($1,872)	($2,259)	($1,976)	($2,184)	($1,712)	($2,364)	($2,544)	($2,980)	($3,394)	($3,062)	($16,029)

6.4   Asset performance ratios

An effective way of assessing performance of an asset is through measuring its performance ratios. Asset consumption ratio, asset sustainability ratio and asset renewal ratio are the three typical asset ratios that are used in this asset management plan to measure asset based service levels for the seven asset categories.

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6.5   Asset Consumption Ratio

The average proportion of 'as new' condition remaining for assets. This ratio shows the written down current value of the local government's depreciable assets relative to their 'as new' value. It highlights the aged condition of a local government's stock of physical assets and the potential magnitude of capital outlays required in future to preserve their service potential.

6.6   Asset Sustainability Ratio

Are assets being replaced at the rate they are wearing out? This ratio indicates whether a local government is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the rate of depreciation of assets for the same period. A local government would need to understand and be measuring its renewal expenditure to be able to determine this ratio.

6.7   Asset Renewal Funding Ratio

Is there sufficient future funding for renewal and replacement of assets? This ratio indicates whether Council is allocating sufficient funds aside in its long term financial plan to adequately fund asset renewals.

These are calculated for each asset category under the asset based service level in the appendices. However, we have provided an overall picture of Council's asset portfolio by charting the asset renewals and maintenance funding, as well as the asset consumption ratio for the general fund assets (excludes water and sewerage) and the total asset portfolio.

Backlog Ratio - All Assets

Backlog Ratio - General Fund Assets

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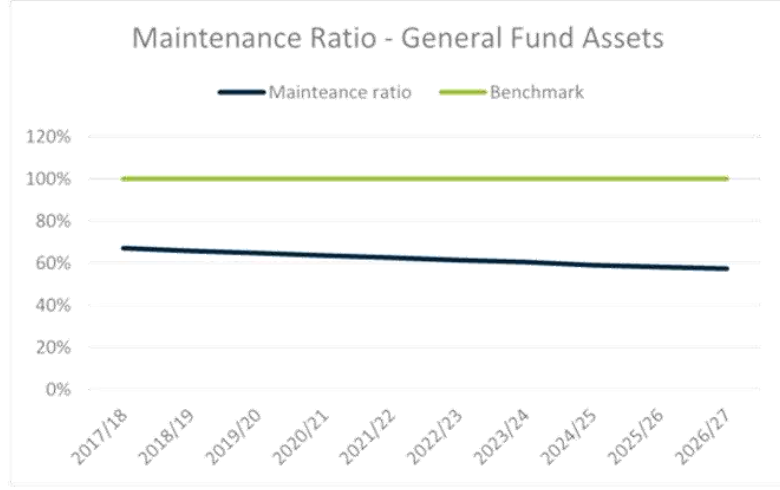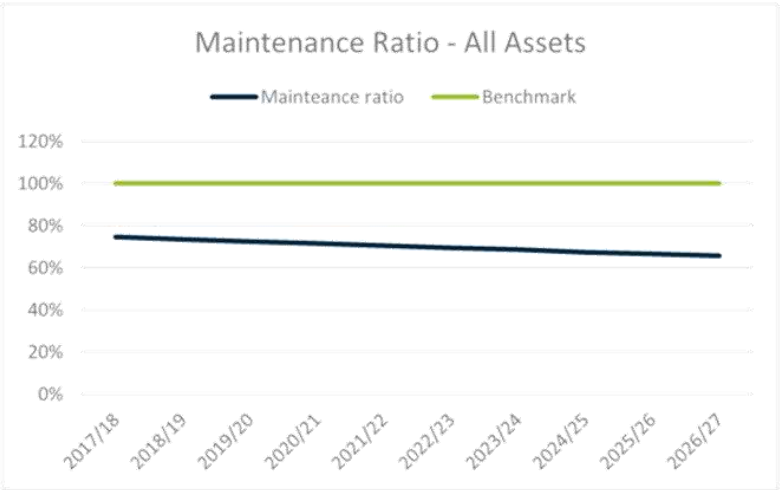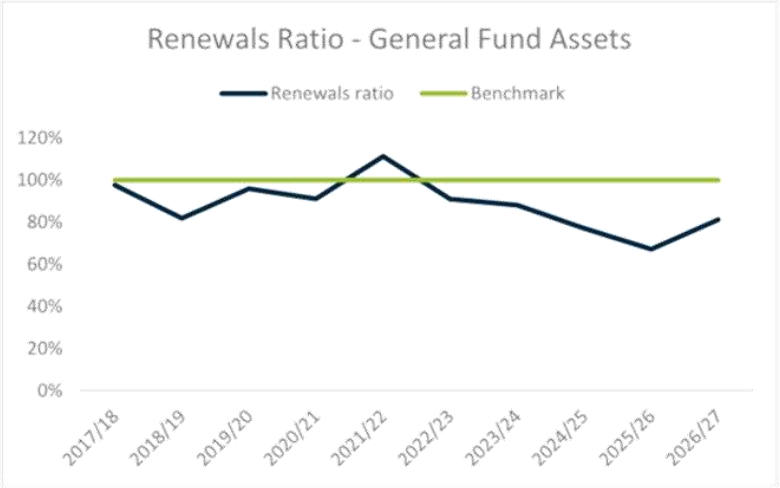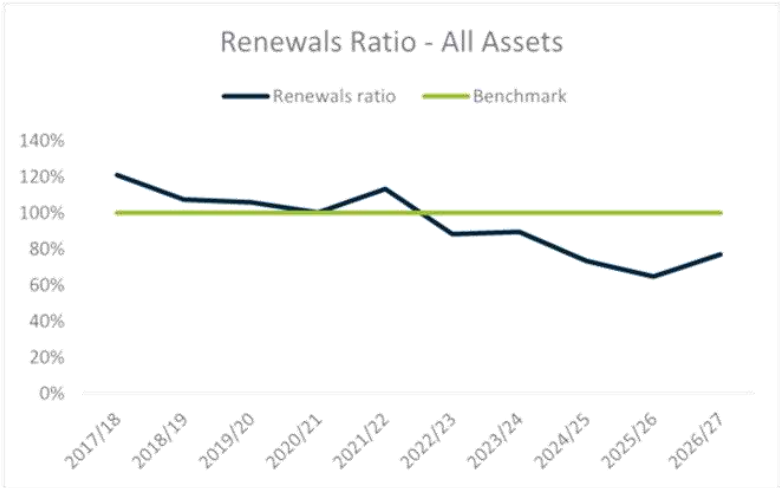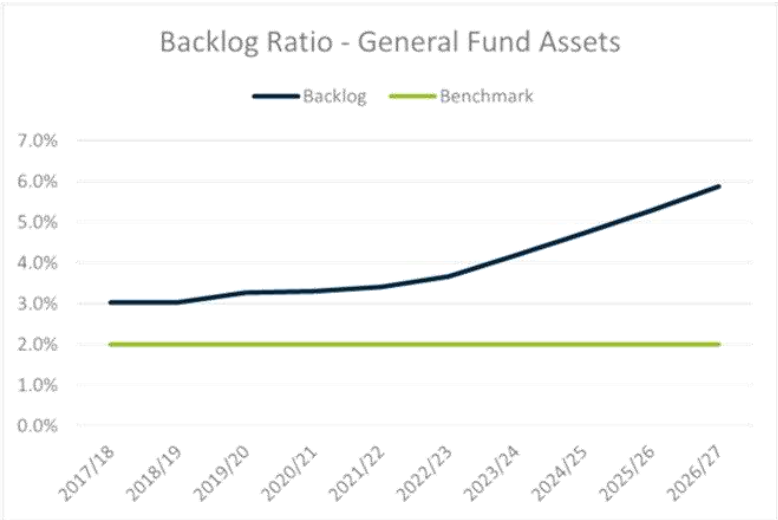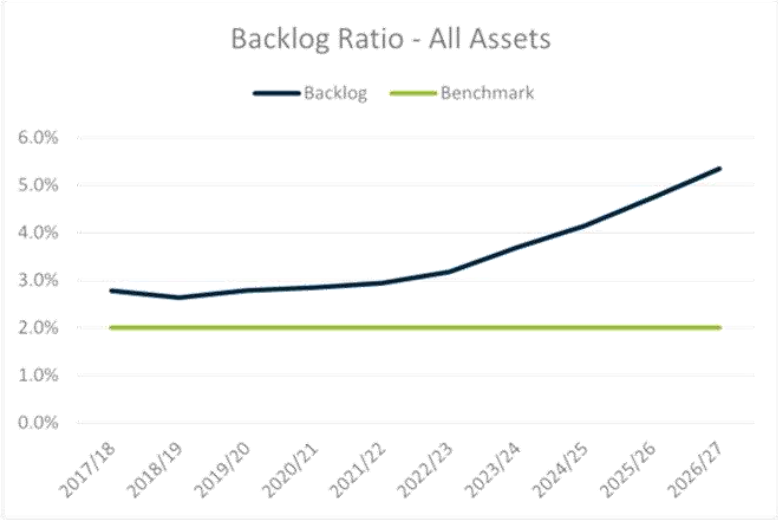
Appendix 1   Road Transport Assets

A. 1.1   Asset Inventory

The Council's road transport assets consist of the following assets:

Sub Group	Asset Class	No	Unit
Regional Roads	Gravel Regional	14.9	km
	Regional unsealed	28.4	km
	Regional sealed	245.5	km
Roads Sealed	Sealed carpark	1.6	km
	Sealed local tourist	40.1	km
	Sealed local	73.2	km
	Sealed local access	2.2	km
	Sealed local arterial	3.8	km
Roads Unsealed	Unsealed local	221.6	km
	Unsealed local access	346.9	km
	Unsealed local arterial	241	km
	Unsealed local tourist	159	km
Formed	Formed local	73.3	km
	Formed local access	82.6	km
	Formed Local Fire Access	20.9	km
Kerb and Gutter		60.7	km
Footpaths		10.1	Km
Bridges and Major Culverts		3	No

In summary, Council has 1,554km of roads as part of its road network including three bridges and major culverts, 61 km of kerb and gutter and 10 km of footpaths.

A. 1.2   Asset Values

Sub Group	No	Unit	Current Replacement Cost	Written Down Value
Roads Sealed	120.9	km	$71,830,239	$59,201,584
Road Formed	176.8	km	$12,132,888	$4,830,633
Road Unsealed	968	km	$4,127,263	$926,305
Kerb and Gutter	60.7	km	$5,668,260	$3,299,318
Footpaths	10.1	Km	$1,619,784	$911,049
Bridges and Major Culverts	3	No	$2,392,280	$1,196,205
Total			$97,770,714	$70,365,094

Transport Assets breakdown by % of Current Replacement Cost

Legend:
- Regional Roads
- Roads Sealed
- Formed
- Unsealed
- K&G
- Footpaths
- Bridges and Major Culverts
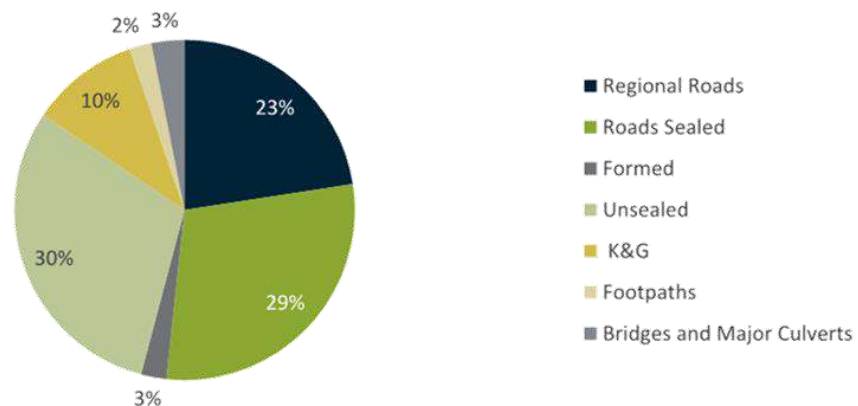
A. 1.3   Asset Condition

Sub Group	Class	Condition Data (Counts)				
		1	2	3	4	5
Roads	Formed local			14%	86%	
	Formed local access	9%	14%	32%	41%	
	Formed local fire access			100%		
	Gravel regional			100%		
	Sealed carpark	80%	20%			
	Sealed local	60%	38%		2%	
	Sealed local access	100%				
	Sealed local arterial	100%				
	Sealed local tourist	93%			7%	
	Sealed regional	100%				
	Unsealed local	14%	4%	56%	21%	4%
	Unsealed local	12%	88%			
	Unsealed local access	7%	19%	22%	48%	3%
	Unsealed local arterial	51%	19%	11%	13%	3%
	Unsealed local tourist	2%	7%	50%	39%	2%
	unsealed regional			100%		
Kerb and Gutter		30%	43%	23%	4%	
Footpaths		21%	74%	5%		

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A. 1.4   Asset Based Service Levels

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Quality / condition	Percent of assets in condition 3 or better	Condition assessment	95% for all assets	Roads - 74% Kerb and gutter - 95% Footpath – 100% Bridges and major culverts – 100%
Reliability / responsiveness	Precent compliance with Council's documented response time	CRMS data	90%	NA
Customer Service	Percent satisfaction with service provision	Community satisfaction report	Satisfaction rating	NA
Sustainability	Consumption ratio Renewal funding ratio Long term funding ratio	Annual depreciation figures and expenditure details	Between 50% and 75% Between 90% and 110% Between 95% and 105%	63% 133% 121%
Safety	Percent reduction in total crashes accidents in a three year rolling average	RMS Accident statistics	Ten in two years	NA
Affordability	Maintenance and operational cost per km of road	Annual budget expenditure	Increase by 1% lower than CPI	NA

Asset Consumption Ratio

The average proportion of 'as new' condition remaining for assets. This ratio shows the written down current value of the local government's depreciable assets relative to their 'as new' value. It highlights the aged condition of a local government's stock of physical assets and the potential magnitude of capital outlays required in future to preserve their service potential

Asset Sustainability Ratio

Are assets being replaced at the rate they are wearing out? This ratio indicates whether a local government is renewing or replacing existing non-financial assets at the same rate that its overall stock of assets is wearing out. It is calculated by measuring capital expenditure on renewal or replacement of assets relative to the rate of depreciation of assets for the same period. A local government would need to understand and be measuring its renewal expenditure to be able to determine this ratio.

Asset Renewal Funding Ratio

Is there sufficient future funding for renewal and replacement of assets? This ratio indicates whether Council is allocating sufficient funds aside in its long term financial plan to adequately fund asset renewals.

A. 1.5   Expenditure Projections

10 year Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Forecast	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Actual										
Renewal	$2,452	$2,107	$2,534	$2,467	$3,091	$2,590	$2,568	$2,302	$2,055	$2,550
New and Expanded Assets	$704	$608	$619	$620	$631	$632	$644	$645	$656	$657
Operational	$240	$245	$249	$254	$259	$264	$270	$275	$280	$286
Maintenance	$1,129	$1,135	$1,147	$1,156	$1,167	$1,173	$1,185	$1,181	$1,193	$1,204
Total Expenditure	$4,525	$4,095	$4,549	$4,497	$5,148	$4,659	$4,667	$4,403	$4,185	$4,697
Required										
Required Renewal (Depreciation)	$1,565	$1,607	$1,649	$1,692	$1,736	$1,781	$1,828	$1,875	$1,923	$1,973
New and Expanded Assets	$704	$608	$619	$620	$631	$632	$644	$645	$656	$657
Required O&M	$1,955	$2,013	$2,069	$2,127	$2,186	$2,247	$2,309	$2,373	$2,438	$2,504
Total	$4,224	$4,228	$4,337	$4,439	$4,554	$4,661	$4,780	$4,892	$5,017	$5,134
Overall (GAP)	$301	($132)	$212	$58	$595	($1)	($113)	($489)	($832)	($437)

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Transport Assets Expenditure

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
■ Actual Maintenance	$1,129	$1,135	$1,147	$1,156	$1,167	$1,173	$1,185	$1,181	$1,193	$1,204
■ Operational	$240	$245	$249	$254	$259	$264	$270	$275	$280	$286
■ Donated Assets	0	0	0	0	0	0	0	0	0	0
■ New & Expanded Assets	$-	$608	$619	$620	$631	$632	$644	$645	$656	$657
■ Asset Renewal	$-	$-	$-	$-	$-	$-	$-	$-	$-	$-

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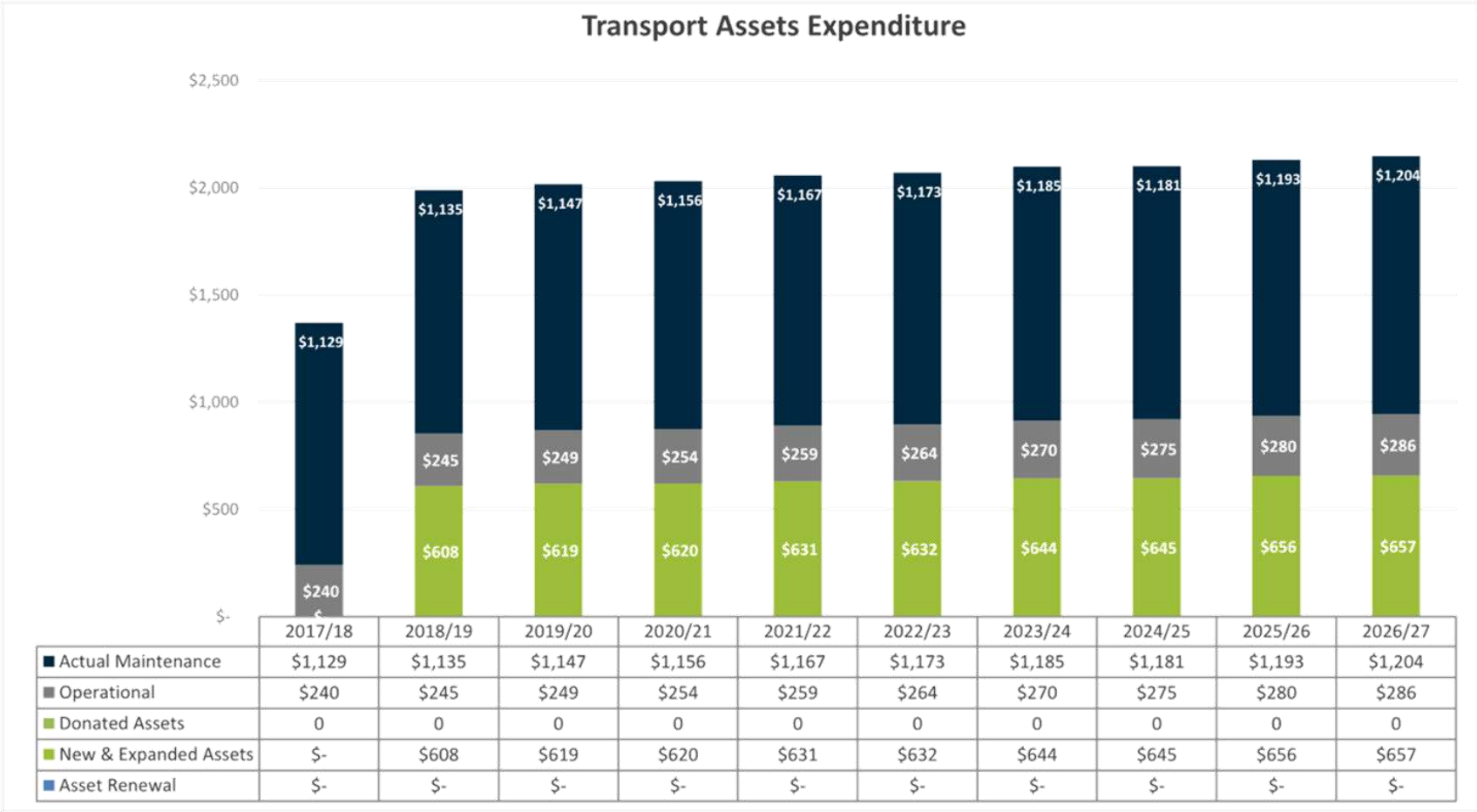
A. 1.6   Financial Ratios

Renewals Ratio - Transport Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal Ratio	159%	133%	155%	147%	180%	147%	142%	124%	108%	131%
Renewal Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
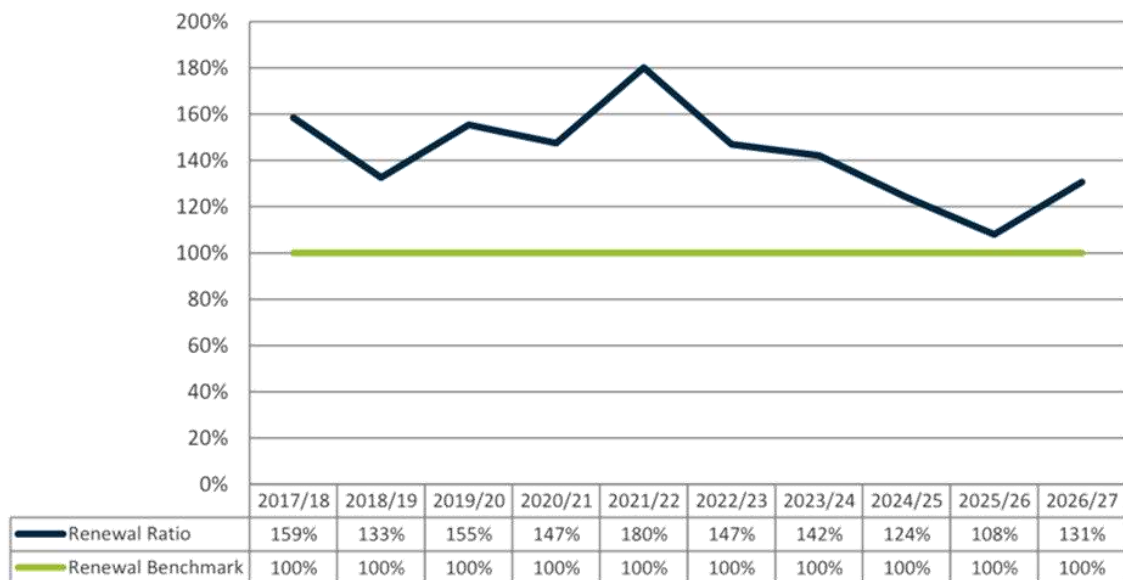
Backlog Ratio - Transport Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Backlog ratio	2.5%	1.8%	1.5%	0.8%	0.3%	0.0%	0.0%	0.0%	0.0%	0.0%
Backlog Benchmark	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02	0.02

Maintenance Ratio - Transport Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Maintenance ratio	59%	57%	56%	55%	54%	53%	52%	50%	50%	49%
Maintenance Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

A. 1.7   Funding Strategy

Funding of operations and maintenance is from Council's general fund, supplemented by federal and state government grants, where available.

Restoration work on assets required as a result of work on the asset by another organisation is undertaken when fully funded by that organisation.

Funding of new works is by Council general funds as agreed by Council, supplemented by federal and state government grants where available and via Section 94 Development contributions where applicable.

A. 1.8   Main Findings

Over a long period of time, Balranald Shire Council has shown that the integrity of its road network is essential to the ongoing development and future of the Shire. As reflected in the projected financial ratio graphs, Council's immediate expenditure strategy is to spend money on the renewals to decrease the backlog. A higher (above 100%) renewals ratio reflects that Council has a priority to reduce the backlog. Although this approach falls under good practice, it is recommended that after year 2018/19, Council uses the excessive renewals budget towards maintenance. A backlog of 2% is considered healthy and, as such, Council does not need to continue the higher funding towards the renewals once it reaches 2%. Transferring these extra funds towards maintenance will improve Council's overall maintenance ratio, reduce the required versus actual maintenance gap, as well as prevent assets in good condition from deteriorating.

Overall, the road transport network condition appears to be in good condition with minimal assets in condition 4 and 5. This indicates that the expenditure on road renewal is being reflected in the ongoing asset condition.

A. 1.9　Confidence Levels

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, see the table below

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis

The overall confidence level of the plan is considered to be *Reliable.*

Appendix 2   Building Assets

A. 2.1   Asset Inventory

Asset Class	No		
Administration and Operational	6	$2,921,050	$1,502,000
Aged Care	1	$366,600	$164,000
Community Facilities	20	$16,885,629	$7,514,500
Dwelling	8	$4,534,450	$3,149,000
Toilet Block	2	$640,690	$241,000
Grand Total	37	$25,348,419	$12,570,500

A. 2.2   Asset Values

Buildings	Current Replacement Cost	Written Down Value
Doctor's Residence	$368,000	$205,000
Greenham Park Sporting Complex	$3,640,000	$1,629,000
Caravan Park	$1,402,624	$743,000
Employee Residence	$293,000	$190,000
Preschool and Childcare Centre 136 Harben Street	$899,775	$538,000
Family Refuge/ SES Base	$48,950	$46,000
Car Parking Space Behind Elders	$0	$30,000
Library and CWA buildings	$614,945	$243,000
Senior Citizens	$366,600	$164,000
Dental Clinic/Baby Health Reserve	$540,500	$184,000
Council Chambers and Office	$1,364,000	$586,000
Employee Residence	$274,000	$195,000
Employee Residence	$284,000	$175,000
Employee Residence	$201,000	$110,000
Pump Station 3	$0	$2,000

Buildings	Current Replacement Cost	Written Down Value
Heritage Park - Old Goal and Hut	$393,360	$134,000
Employee Residence	$265,000	$200,000
Pump station 1 - Lions Park	$0	$2,000
Golf Club	$1,097,475	$291,000
Museum and Men's Shed	$532,300	$156,000
Independent Living Units 'Mandoola'	$814,350	$682,000
Theatre Royal	$3,036,200	$1,054,000
Lions Park	$101,840	$51,000
Balranald Works Depot Reserve Trust 82480	$1,274,750	$659,000
Hostel 'Bidgee Haven'	$2,212,100	$1,549,000
Balranald Waste Disposal Depot	$93,200	$86,000
Sewerage Treatment Plant and Easement	$60,000	$60,000
2604771 Aerodrome	$2,278,500	$954,000
2605827 Caltex Service Station	$0	$100,000
2605827 Caretakers Residence	$191,000	$48,000
2605202 Art Gallery	$435,200	$272,000
2604985 Vacant Land	$0	$12,500
Euston Preschool And Toilet	$538,850	$190,000
Euston Works Depot Reserve	$79,100	$34,000
Euston Recreational Ground	$1,096,500	$775,000
Euston Court House	$501,300	$144,000
Euston Sewerage Treatment	$50,000	$77,000
Total	$25,348,419	$12,570,500

A. 2.3   Asset Condition

Class	No	Condition Data (% by Value)					
		1	2	3	4	5	NA
Toilet Blocks	2			100%			
Admin and Operational	6			96%			4%
Community Facilities	20		25%	63%	10%	2%	
Dwellings	8		73%	27%			
Aged Care – Residential and self-care	1			100			
Total	37		30%	62%	6%	2%	0%

A. 2.4   Asset Based Service Levels

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Quality / Condition	Reduction in number of defects	Annual inspection	Maintain defect at less than 10%	NA
	Percent of assets in Condition 3 or better	Condition Assessment	95%	59%
Reliability / responsiveness	Percent compliance with Council's documented response time	CRMS data	90%	NA
Customer Service	Percent satisfaction with service provision	Community satisfaction report	Maintain 80% satisfaction	NA
Sustainability	Occupation rate for residential and aged care units	Council records	90%	NA
	Consumption ratio	Annual depreciation figures and expenditure details	Between 50% and 75%	50%
	Renewal Funding Ratio		Between 90% and 110%	0%
	Long term funding ratio		Between 95% and 105%	0%

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Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Safety	Compliance with Fire Safety regulation.	Annual Inspection	100% compliance	NA
	Electrical isolation switches operational	Annual Inspections of all residential properties	100% compliance	NA
Affordability	% by value of properties not managed by Council	Annual reports	Maintain	NA

A. 2.5   Expenditure Projections

10 year Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Forecast	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Actual										
Renewal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New and Expanded Assets	$28	$29	$29	$30	$31	$31	$32	$33	$33	$34
Operational	$49	$50	$51	$52	$53	$55	$56	$57	$58	$60
Maintenance	$88	$90	$92	$94	$96	$98	$100	$102	$105	$107
Total Expenditure	$165	$169	$172	$176	$180	$184	$188	$192	$196	$201
Required										
Required Renewal (Depreciation)	$691	$707	$722	$739	$755	$772	$789	$807	$825	$844
New and Expanded Assets	$28	$29	$29	$30	$31	$31	$32	$33	$33	$34
Required O&M	$507	$519	$531	$543	$555	$568	$581	$595	$609	$623
Total	$1,226	$1,254	$1,282	$1,311	$1,341	$1,372	$1,403	$1,435	$1,467	$1,501
Overall (GAP)	($1,061)	($1,085)	($1,110)	($1,135)	($1,161)	($1,188)	($1,215)	($1,242)	($1,271)	($1,300)

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Building Assets Expenditure

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
■ Actual Maintenance	$88	$90	$92	$94	$96	$98	$100	$102	$105	$107
■ Operational	$49	$50	$51	$52	$53	$55	$56	$57	$58	$60
■ Donated Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
■ New & Expanded Assets	$28	$29	$29	$30	$31	$31	$32	$33	$33	$34
■ Asset Renewal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

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A. 2.6   Financial Ratios

Renewals Ratio - Building Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal Ratio	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Renewal Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Backlog Ratio - Building Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Backlog Ratio	4.9%	6.5%	7.8%	9.0%	10.0%	11.0%	11.9%	12.7%	13.5%	14.3%
Backlog Benchmark	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%

Maintenance Ratio - Building Assets
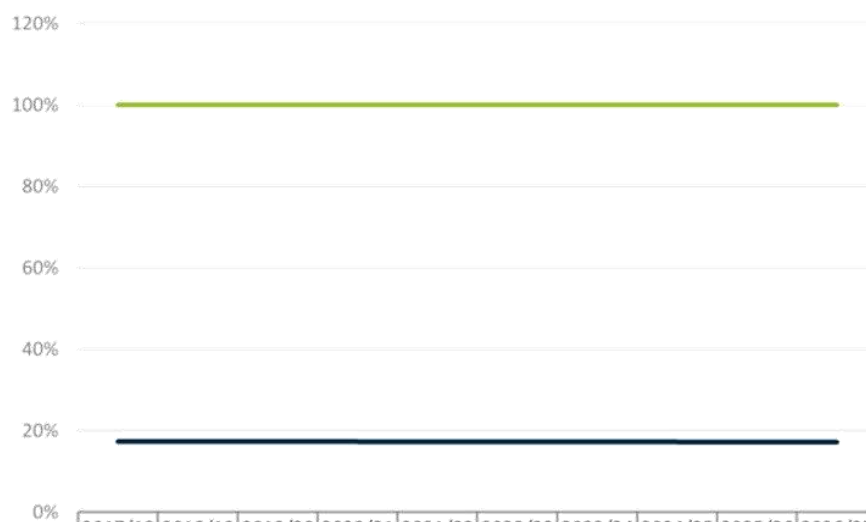
	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Maintenance Ratio	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%
Maintenance Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

A. 2.7   Funding Strategy

Funding of operations and maintenance is from Council's general fund, supplemented by federal and state government grants where available.

Restoration / renewal work on some building assets are carried out and funded by community based groups and not accounted for in Council's financial system.

Funding of new works is by Council's general funds as agreed by Council and supplemented by federal and state government grants where available.

A. 2.8   Main Findings

It is acknowledged that Council has most building assets in 'good' condition', however Council needs to invest further money into the ongoing renewal of the building assets to maintain asset sustainability. This is reflected in the low building renewal funding ratios and maintenance ratio over the period of the plan. It is recognised that part of Council's ongoing strategy for the maintenance of buildings is to have facilities managed, where possible, by community groups or the lessee or licensee of the facility. In many cases these users undertake ongoing asset renewal works without directly reporting to Council. This expenditure is not captured in Council's accounts.

The shortfall in the maintenance and renewal suggest there is an overall funding gap for the building assets over the period of the plan. This is shown in the table below.

Expenditure Gap	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	10 Year Total
Renewal	($691)	($707)	($722)	($739)	($755)	($772)	($789)	($807)	($825)	($844)	($7,651)
O&M	($370)	($379)	($388)	($397)	($406)	($416)	($425)	($435)	($446)	($456)	($4,117)
Total Gap	($1,061)	($1,085)	($1,110)	($1,135)	($1,161)	($1,188)	($1,215)	($1,242)	($1,271)	($1,300)	($11,768)

A. 2.9 Confidence Levels

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system. See the table below.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis

The overall confidence level of the plan is considered to be *Reliable.*

Appendix 3   Sewer Assets

A. 3.1   Asset Inventory

Sub Group	Asset Class	No	Unit
Balranald Sewerage	Rising Mains	5	No
	Sewer Mains	384	No
	Sewer Mains Lining	384	No
Euston Sewerage	Euston Rising Main 100	1	No
	Euston Rising Main 80	1	No
	Rising Mains	3	No
	Sewer Mains	105	No
	Sewer Mains Lining	105	No
Balranald Sewerage – Plant	Effluent Ponds	1	No
	Mechanical/Electrical	7	No
	Preliminary Treatment	1	No
	Structure	7	No
Euston Sewerage – Plant	Effluent Ponds	1	No
	Mechanical/Electrical	3	No
	Preliminary Treatment	1	No
	Sewerage Treatment Site Works	1	No
	Structure	3	No

A. 3.2   Asset Values

Sub Group	Class	Current Replacement Cost	Written Down Value
Balranald Sewerage - Sewer Line	Rising Mains	$954,029	$500,864
	Sewer Mains	$2,658,002	$1,891,485
	Sewer Mains Lining	$1,972,838	$1,063,345
Euston Sewerage - Sewer Line	Euston Rising Main 100	$ 6,515	$4,374
	Euston Rising Main 80	$ 41,458	$ 27,836
	Rising Mains	$ 877,339	$594,118
	Sewer Mains	$944,895	$ 782,312
	Sewer Mains Lining	$ 568,065	$504,341
Balranald Sewerage - Plant	Effluent Ponds	$236900	$236.9
	Mechanical/Electrical	$337000	$168500
	Preliminary Treatment	$92700	$69525
	Structure	$793000	$396500
	(blank)	$816900	$219061.9
Euston Sewerage - Plant	Effluent Ponds	$236900	$177675
	Mechanical/Electrical	$175000	$78750
	Preliminary Treatment	$236900	$177675
	Sewerage Treatment Site Works	$92700	$69525
	Structure	$295000	$147500
	(blank)	$430000	$243500
Total		$11,766,140	$ 7,117,124

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A. 3.3 Asset Condition

Council has limited condition data for its sewer assets as such asset condition is assumed based on age, which may not be an accurate reflection of the overall asset condition.

Sub Group	Class	Condition Data (Count by Value)					
		1	2	3	4	5	NA
Balranald Sewerage - Sewer Line	Rising Mains		0%	100%	0%	0%	
	Sewer Mains		100%	0%	0%	0%	
	Sewer Mains Lining		49%	21%	26%	4%	
Euston Sewerage - Sewer Line	Euston Rising Main 100	0%	100%				
	Euston Rising Main 80	0%	100%				
	Rising Mains	0%	100%				
	Sewer Mains	21%	79%				
	Sewer Mains Lining	92%	8%				
Balranald Sewerage - Plant	Effluent Ponds		0%	0%	0%	100%	
	Mechanical/Electrical		0%	100%	0%	0%	
	Preliminary Treatment		100%	0%	0%	0%	
	Structure		0%	100%	0%	0%	
	(blank)		0%	45%	17%	38%	
Euston Sewerage - Plant	Effluent Ponds	0%	100%	0%	0%	0%	
	Mechanical/Electrical	0%	0%	80%	20%	0%	
	Preliminary Treatment	0%	100%	0%	0%	0%	
	Sewerage Treatment Site Works	0%	100%	0%	0%	0%	
	Structure	0%	0%	100%	0%	0%	
	(blank)	27%	8%	41%	24%	0%	
Total Sewer Line and Plant		7%	51%	30%	7%	5%	

Overall, most of Council's sewer assets are in 'good' condition or condition 3. Councils should monitor piped assets and investigate cost effective condition inspection strategies or sample testing of some major assets.

A. 3.4   Asset Based Service Levels

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Quality / Condition	Effluent reuse water quality	Monthly quality testing for licence Conditions	100% compliance	
	Percent of network inspected by CCTV	CCTV monitoring	5% per year (within five years)	
	Percent of assets in Condition 3 or better	Condition assessment	95%	31%
Reliability / Responsiveness	Percent compliance with Council's documented response time	CRMS data	90%	
Customer Service	Percent satisfaction with service provision	IRIS Community satisfaction report		
Sustainability	Satisfactory operational performance on Balranald STP	Six monthly report from OEH	To maintain satisfactory performance	
	Consumption ratio		Between 50% and 75%	60%
	Renewal funding ratio	Annual depreciation figures and expenditure details	Between 90% and 110%	69%
	Long term funding ratio		Between 95% and 105%	60%
Accessibility	No of properties that are charged sewerage rates not connected to the sewerage system	Connection and rates records	Reduction in number of properties not connected	

A. 3.5 Expenditure Projections

10 year Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Forecast	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Actual										
Renewal	$657	$570	$72	$145	$122	$115	$252	$65	$72	$65
New and Expanded Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Operational	$22	$23	$23	$24	$25	$25	$26	$26	$27	$27
Maintenance	$118	$120	$123	$125	$128	$131	$134	$137	$140	$143
Total Expenditure	$797	$713	$218	$294	$275	$271	$412	$228	$239	$235
Required										
Required Renewal (Depreciation)	$152	$155	$159	$162	$166	$169	$173	$177	$181	$185
New and Expanded Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Required O&M	$235	$240	$246	$251	$257	$262	$268	$274	$280	$286
Total	$387	$396	$405	$413	$423	$432	$441	$451	$461	$471
Overall (GAP)	$410	$317	($186)	($119)	($148)	($161)	($30)	($223)	($222)	($236)

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Sewerage Assets Expenditure

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
■ Actual Maintenance	$118	$120	$123	$125	$128	$131	$134	$137	$140	$143
■ Operational	$22	$23	$23	$24	$25	$25	$26	$26	$27	$27
■ Donated Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
■ New & Expanded Assets										
■ Asset Renewal	$657	$570	$72	$145	$122	$115	$252	$65	$72	$65

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A. 3.6   Financial Ratios

Renewals Ratio - Sewerage Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal Ratio	432%	367%	45%	89%	74%	68%	145%	37%	40%	35%
Renewal Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Backlog Ratio - Sewerage Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Backlog Ratio	0.9%	0.0%	0.0%	0.5%	0.7%	0.9%	1.3%	0.8%	1.5%	2.2%
Backlog Benchmark	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%

Maintenance Ratio - Sewerage Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Maintenance Ratio	50%	50%	50%	50%	50%	50%	50%	50%	50%	50%
Maintenance Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

A. 3.7   Funding Strategy

Funding of operations and maintenance and renewal of sewerage assets is from Council's sewerage fund. Expansion / new asset funding is available from the NSW government if improvements to network capacity is required.

A. 3.8   Main Findings

Balranald Shire Council runs two sewerage schemes located in Balranald and Euston. The Balranald scheme is the larger of the two and is generally in reasonable condition. There appears to be limited renewal and maintenance funding available which reflected in the non-sustainable renewal and maintenance ratios. The overall shortfall in funding creates an average gap of $134K per year or $2.7 million over the ten year term. The shortfall in funding will impact the asset conditions and create backlog overtime. Although at this stage it not critical to review and relocate funding to renewal and maintenance of sewerage assets, it is advisable that in two to three years' time a budget is set for sewerage assets to ensure that optimum consumption of assets can occur.

Expenditure GAP	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal	$505	$415	($87)	($17)	($44)	($54)	$79	($112)	($109)	($120)
O&M	($95)	($97)	($100)	($102)	($104)	($106)	($109)	($111)	($113)	($116)
Total Gap	$410	$317	($186)	($119)	($148)	($161)	($30)	($223)	($222)	($236)

Condition assessment of the assets appears to be incomplete with the majority of the sewer line assets in unknown condition. An ongoing program of pipe CCTV inspections will give Council a better understanding of the condition of its sewer mains and lines.

A. 3.9   Confidence Levels

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, see the following table.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis

The overall confidence level of the plan is considered to be *Uncertain*.

Appendix 4   Water Assets

A. 4.1   Asset Inventory

Sub Group	Asset Class	No	Unit
Balranald Water	Filtered Mains	6	No
	Fluoridation Plant Civil Works	1	No
	Fluoridation Plant Mechanical and Elect Works	1	No
	Pump Station Electrical	1	No
	Pump Station Civil Works	3	No
	Pump Station Mechanical and Elect Works	2	No
	Raw Mains	9	No
	Reservoir 1mg	1	No
	Reservoir 2.5mg	1	No
	Reservoir Roof	2	No
	Treatment Plant Civil Works	1	No
	Treatment Plant Electrical Works	1	No
Euston Water	Filtered Mains	5	No
	Intake Structure	1	No
	Pump Station Electrical	1	No
	Pump Station Civil Works	2	No
	Pump Station Mechanical and Elect Works	1	No
	Pump Station Power Supply	1	No
	Raw Mains	5	No
	Raw Rising Main	1	No
	Reservoir .5mg	2	No
	Reservoir Roof	2	No
	Treatment Plant Civil Works	1	No
	Treatment Plant Mechanical and Elect Works	1	No
Other	Filter Banks	1	No
	Intake Structure	2	No
	Pump Station Mechanical (Pumps and Pipework)	2	No
Total		57	No

A. 4.2 Asset Values

Sub Group	Class	Current Replacement Cost	Written Down Value
Balranald Water	Filtered Mains	$1,529,426	$994,127
	Fluoridation Plant Civil Works	$113,300	$101,970
	Fluoridation Plant Mechanical and Elect Works	$-	$-
	Pump Station Electrical	$45,000	$-
	Pump Station Civil Works	$120,000	$72,000
	Pump Station Mechanical and Elect Works	$-	$-
	Raw Mains	$3,381,633	$1,173,076
	Reservoir 1mg	$560,000	$403,200
	Reservoir 2.5mg	$985,000	$591,000
	Reservoir Roof	$273,000	$29,400
	Treatment Plant Civil Works	$2,428,000	$1,456,800
	Treatment Plant Electrical Works	$250,000	$16,667
Euston Water	Filtered Mains	$552,453	$483,396
	Intake Structure	$65,000	$48,750
	Pump Station Electrical	$45,000	$7,500
	Pump Station Civil Works	$90,000	$67,500
	Pump Station Mechanical and Elect Works	$-	$-
	Pump Station Power Supply	$-	$-
	Raw Mains	$619,987	$272,189

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Sub Group	Class	Current Replacement Cost	Written Down Value
	Raw Rising Main	$50,110	$43,220
	Reservoir .5mg	$760,000	$627,000
	Reservoir Roof	$134,000	$75,375
	Treatment Plant Civil Works	$1,696,000	$1,453,714
	Treatment Plant Mechanical and Elect Works	$-	$-
Total		$14,080,909	$8,050,159

A. 4.3   Asset Condition

The asset data below is based on the age of the asset which may not reflect the actual condition of the assets.

	Condition				
Water Supply Network	**1**	**2**	**3**	**4**	**5**
Filter Banks	100%	0%	0%	0%	0%
Filtered Mains	27%	0%	73%	0%	0%
Fluoridation Plant Civil Works	100%	0%	0%	0%	0%
Fluoridation Plant Mech and Elect Works					
Intake Structure	0%	67%	33%	0%	0%
Pump Station Electrical	0%	0%	0%	50%	50%
Pump Station Civil Works	0%	43%	57%	0%	0%
Pump Station Mech and Elect Works					
Pump Station Mechanical (Pumps and Pipework)	0%	0%	0%	0%	100%

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	Condition				
Pump Station Power Supply					
Raw Mains	0%	1%	47%	52%	0%
Raw Rising Main	100%	0%	0%	0%	0%
Reservoir .5mg	50%	50%	0%	0%	0%
Reservoir 1mg	0%	100%	0%	0%	0%
Reservoir 2.5mg	0%	0%	100%	0%	0%
Reservoir Roof	0%	16%	0%	41%	43%
Treatment Plant Civil Works	41%	0%	59%	0%	0%
Treatment Plant Electrical Works	0%	0%	0%	0%	100%
Treatment Plant Mechanical and Elect Works					
Grand Total	**20%**	**9%**	**50%**	**16%**	**5%**

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A. 4.4   Asset Based Service Levels

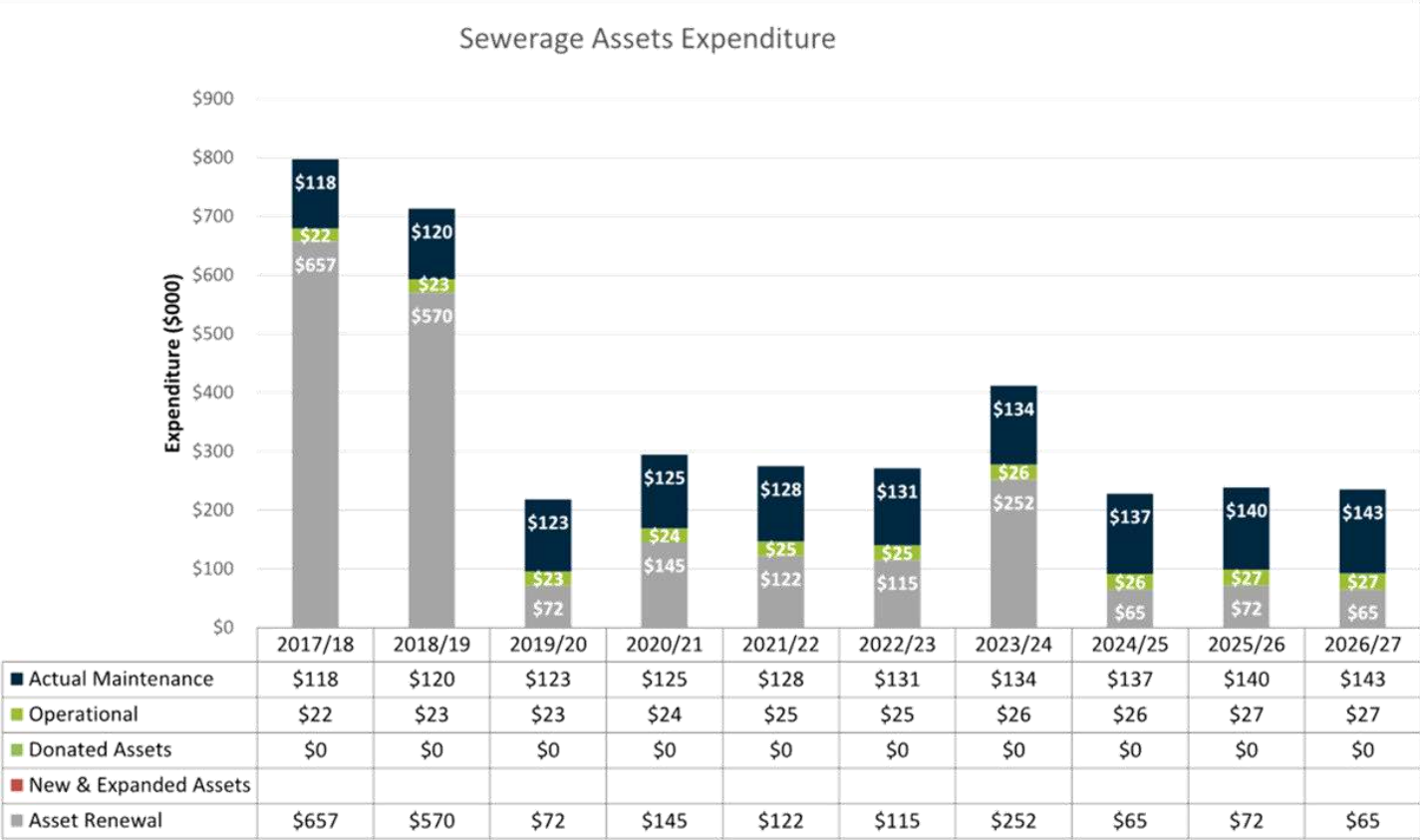| Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Quality / Condition	Effluent reuse water quality	Monthly quality testing for licence conditions	100% compliance	NA
	Percent of network inspected by CCTV	CCTV monitoring	5% per year (within 5 years)	NA
	Percent assets in Condition 3 or better	Condition assessment	95%	43%
Reliability / Responsiveness	Percent compliance with Council's documented response time	CRMS data	90%	NA
Customer Service	Percent satisfaction with service provision	Community satisfaction report	80% satisfaction	NA
Sustainability	Consumption ratio		Between 50% and 75%	57%
	Renewal funding ratio	Annual depreciation figures and expenditure details	Between 90% and 110%	28%
	Long term funding ratio		Between 95% and 105%	27%

A. 4.5   Expenditure Projections

10 year Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Forecast	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Actual										
Renewal	$375	$490	$595	$495	$385	$162	$162	$137	$132	$144
New and Expanded Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Operational	$143	$146	$149	$152	$156	$159	$162	$166	$170	$173
Maintenance	$317	$324	$331	$339	$346	$354	$361	$369	$378	$386
Total Expenditure	$835	$960	$1,075	$986	$887	$675	$686	$672	$679	$703
Required										
Required Renewal (Depreciation)	$213	$218	$222	$227	$232	$237	$243	$248	$254	$259
New and Expanded Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Required O&M	$282	$288	$294	$301	$307	$314	$321	$328	$335	$343
Total	$495	$506	$517	$528	$540	$551	$564	$576	$589	$602
Overall (GAP)	$340	$454	$559	$458	$347	$123	$122	$96	$91	$102

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Water Assets Expenditure

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
■ Actual Maintenance	$317	$324	$331	$339	$346	$354	$361	$369	$378	$386
■ Operational	$143	$146	$149	$152	$156	$159	$162	$166	$170	$173
■ Donated Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
■ New & Expanded Assets										
■ Asset Renewal	$375	$490	$595	$495	$385	$162	$162	$137	$132	$144

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A. 4.6　　Financial Ratio

Renewals Ratio - Water Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal Ratio	176%	225%	267%	218%	166%	68%	67%	55%	52%	56%
Renewal Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Backlog Ratio - Water Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Backlog Ratio	1.5%	0.5%	0.0%	0.0%	0.0%	0.0%	0.4%	0.9%	1.5%	2.2%
Backlog Benchmark	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%

Maintenance Ratio - Water Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Maintenance Ratio	113%	113%	113%	113%	113%	113%	113%	113%	113%	113%
Maintenance Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

A. 4.7   Funding Strategy

Most of the Council's water supply assets were constructed from government grants; often provided and accepted without consideration of ongoing operations, maintenance and replacement needs.

Many of these assets are approaching the later years of their life and require replacement, services from the assets are decreasing and maintenance costs are increasing.

A. 4.8   Main Findings

Balranald Shire Council runs two water systems located in Balranald and Euston. Both locations provide raw water and potable water and are generally in reasonable condition.

Based on the expenditure budget, it seems Councils' present funding levels are insufficient to continue to provide existing services at current levels in the medium term. There is an average renewal gap of $59K in the first year which gradually increases over the ten year term. This can be slightly reduced by the relocating of some maintenance budget to renewals that can reduce this gap. However, a total of $118K gap will still be present in 2017/18 or $1.6 million over ten years.

Expenditure GAP	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal	$162	$272	$373	$268	$153	($75)	($81)	($111)	($122)	($115)
O&M	$178	$182	$186	$190	$194	$199	$203	$207	$212	$217
Total Gap	$340	$454	$559	$458	$347	$123	$122	$96	$91	$102

Condition assessment of the assets appears to be unreliable as it has been generated through a desktop analysis rather than physical inspection. An ongoing program of pipe CCTV inspections will give Council a better understanding of the condition of its water mains and lines.

A. 4.9　　Confidence Levels

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system. Refer to the following table.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis

The overall confidence level of the Plan is considered to be *Uncertain*.

Appendix 5   Stormwater Assets

A. 5.1   Asset Inventory

Sub Group	Asset Class	Quantity (No)	Length (m)
Balranald Drainage Pipes	PVC (size 100mm – 200mm)	6	240
	Type C	25	2,747
	Type AC	5	240
Drainage Box Culverts	Type C (size 200mm – 450mm)	6	343
Balranald Drainage Spoon Drains	Type C	9	101
	Type Corr	2	9
Balranald Drainage Open Earth Drains	All types	9	1,150
Balranald Drainage Headwalls and Pits	Type C	107	NA
Main and other Road Culverts	Type C	86	879
West Balranald Drainage System	Type C	8	88
	Type S	7	3,744
	other	8	4,735

A. 5.2   Asset Values

Sub Group	Asset Class	Current Replacement Cost	Written Down Value
Balranald Drainage Pipes	PVC (size 100mm – 200mm)	$12,109	$8,809
	Type C	$334,403	$209,895
	Type AC	$9,598	$5,550
Drainage Box Culverts	Type C (size 200mm – 450mm)	$160,438	$64,175
Balranald Drainage Spoon Drains	Type C	$23,207	$14,566
	Type Corr	$2,070	$1,208
Balranald Drainage Open Earth Drains	All types	$3,231	$1,657
Balranald Drainage Headwalls and Pits	Type C	$92,480	$64,891
Main and Other Road Culverts	Type C	$182,509	$135,932
West Balranald Drainage System	Type C	$332,100	$314,816
	Type S	$1,329,995	$1,253,995
	other	$221,750	$209,079
Total		$2,704,171	$2,229,795

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A. 5.3   Asset Condition

Asset Category	Condition				
	1	**2**	**3**	**4**	**5**
Water Supply Network	16%	83%	1%	0%	0%

From a desktop analysis using the 2015/16 SS7 results, it has been estimated that most assets are in very good condition or condition 2. Although this may seem like a good result, it does not accurately represent the condition of all assets which may have deteriorated due to usage. Physical or CCTV inspection of these assets is recommended which would result in a more accurate condition assessment.

A. 5.4   Asset Based Service Levels

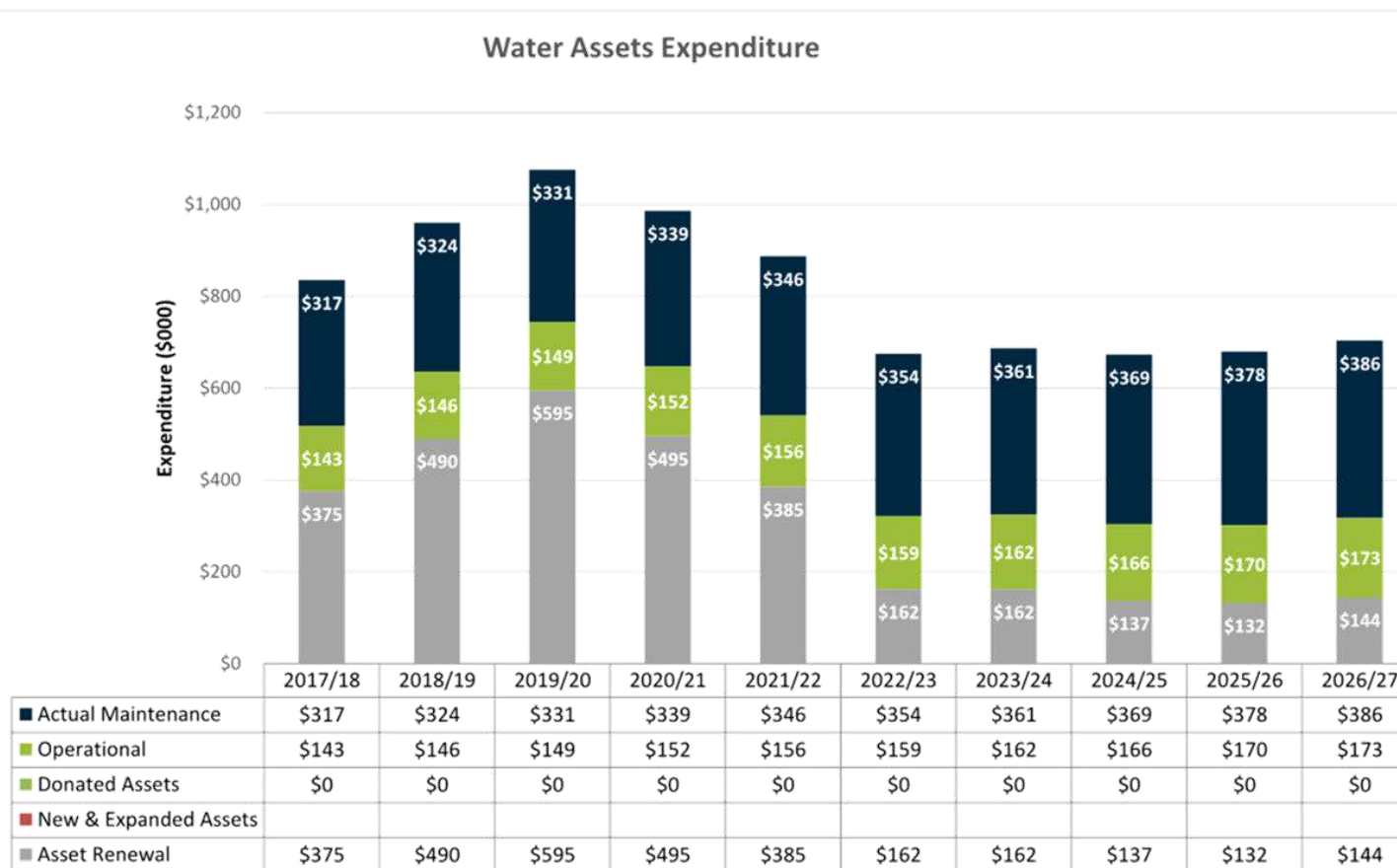| Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Quality/ Condition	Percent of network inspected by CCTV	CCTV monitoring	5% per year (within 5 years)	NA
	Percent of assets in Condition 3 or better	Condition assessment	95%	83%
Reliability / responsiveness	Percent compliance with Council's documented response time	CRMS data	90%	NA
Customer Service	Percent satisfaction with service provision	Community satisfaction report	80% satisfaction	NA
Sustainability	Consumption ratio		Between 50% and 75%	82%
	Renewal Funding Ratio	Annual depreciation figures and expenditure details	Between 90% and 110%	0%
	Long term funding ratio		Between 95% and 105%	0%

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A. 5.5   Expenditure Projections

10 year Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Forecast	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Actual										
Renewal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New and Expanded Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Operational	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Maintenance	$9	$9	$9	$10	$10	$10	$10	$10	$11	$11
Total Expenditure	$9	$9	$9	$10	$10	$10	$10	$10	$11	$11
Required										
Required Renewal (Depreciation)	$34	$35	$36	$36	$37	$38	$39	$40	$40	$41
New and Expanded Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Required O&M	$54	$55	$56	$58	$59	$60	$62	$63	$64	$66
Total	$88	$90	$92	$94	$96	$98	$100	$103	$105	$107
Overall (GAP)	($79)	($81)	($83)	($84)	($86)	($88)	($90)	($92)	($94)	($96)

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Stormwater Assets Expenditure

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
■ Actual Maintenance	$9	$9	$9	$10	$10	$10	$10	$10	$11	$11
■ Operational	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
■ Donated Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
■ New & Expanded Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
■ Asset Renewal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

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A. 5.6   Financial Ratios

Renewals Ratio - Stormwater Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal Ratio	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Renewal Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
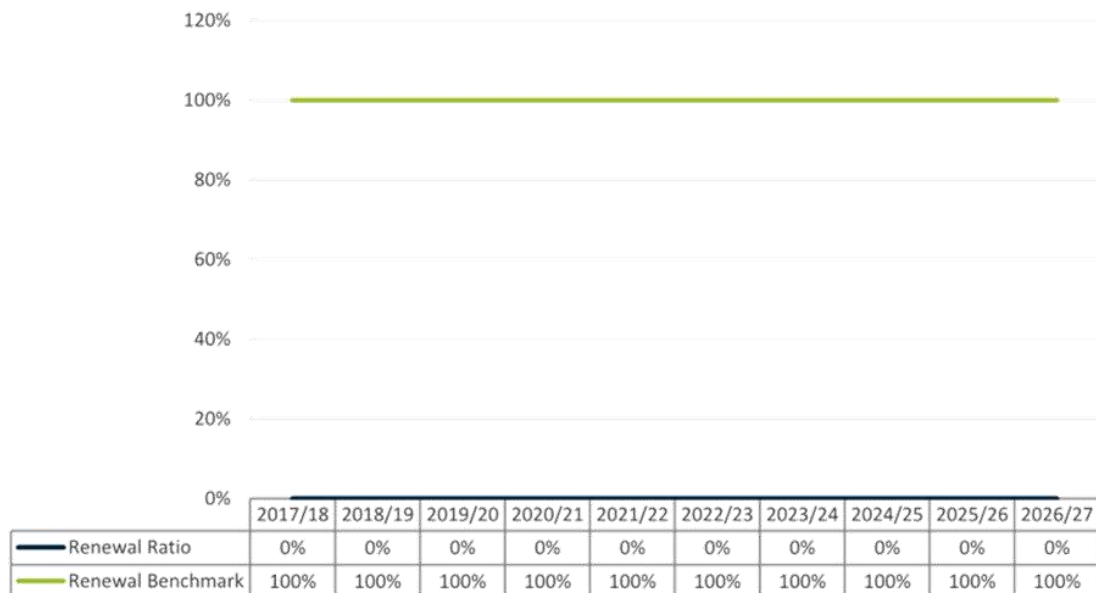
Backlog Ratio - Stormwater Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Backlog Ratio	0.0%	0.8%	1.6%	2.5%	3.4%	4.3%	5.4%	6.4%	7.6%	8.8%
Backlog Benchmark	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
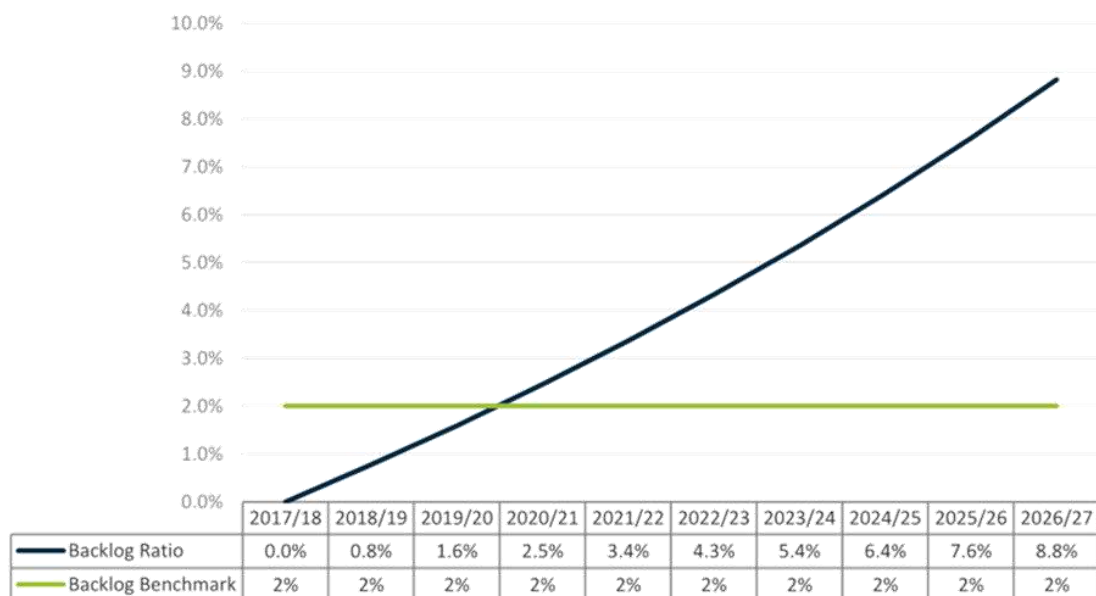
Maintenance Ratio - Stormwater Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Maintenance Ratio	17%	17%	17%	17%	17%	17%	17%	17%	17%	17%
Maintenance Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
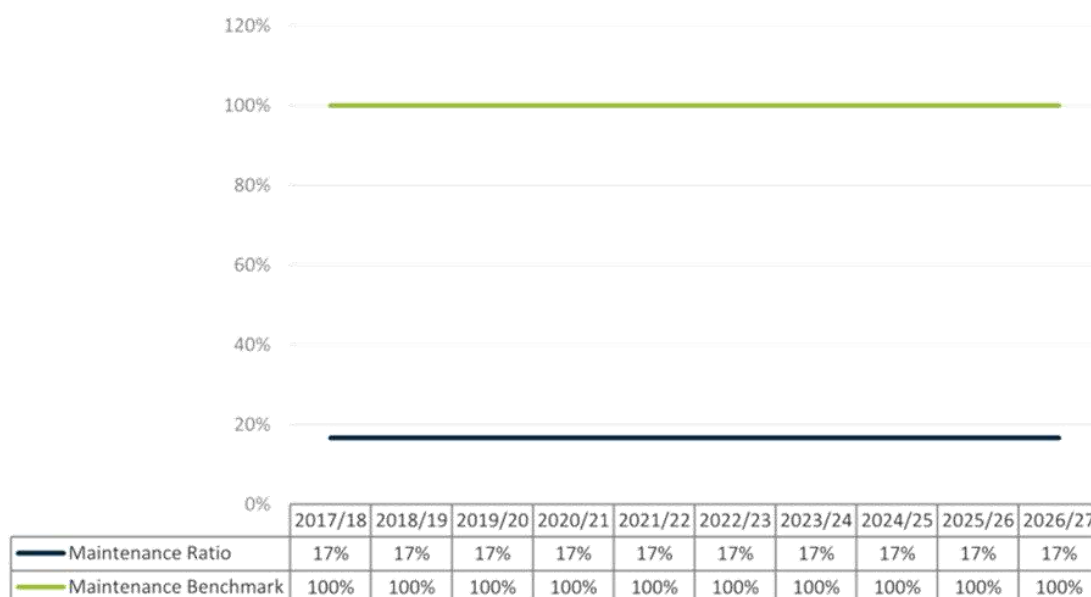
A. 5.7   Funding Strategy

Most of the Council's water supply assets were constructed from Council revenue and government grants, where available.

Many of these assets are approaching the later years of their life and require replacement, services from the assets are decreasing and maintenance costs are increasing.

Councils' present funding levels are insufficient to continue to provide existing services at current levels in the medium term.

A. 5.8   Main Findings

Stormwater assets have current replacement cost of $2.7 million, or make up 1.7% of the total asset replacement value of Balranald Shire Council. Reviewing the expenditure budget, it appears there is insufficient funding allocated for renewal, operations and maintenance of storm water assets. This is reflected through the 0% renewals ratio which increases backlog over the ten year period. The shortfall in funding creates a gap of approximately $79K in first year which can increase to $1.6 million over the ten year term, subject to no change.

Expenditure GAP	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal	($34)	($35)	($36)	($36)	($37)	($38)	($39)	($40)	($40)	($41)
O&M	($45)	($46)	($47)	($48)	($49)	($50)	($51)	($52)	($54)	($55)
Total Gap	($79)	($81)	($83)	($84)	($86)	($88)	($90)	($92)	($94)	($96)

Condition assessment of the assets appears to be unreliable as it has been generated through a desktop analysis, rather than physical inspection. An ongoing program of pipe CCTV inspections will give Council a better understanding of the condition of its water mains and lines.

A. 5.9   Confidence Levels

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, see the following table.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis

The overall confidence level of the Plan is considered to be *Uncertain*.

Appendix 6   Open Space and Recreation Assets

A. 6.1   Asset Inventory

Asset	Quantity	Unit
Parks, Gardens and Reserves	14	No
Furniture and Fittings	70	No
Swimming Pool	3	No

A. 6.2   Asset Values

Asset	Current Replacement Cost	Written Down Value
Parks, Gardens and Reserves	$567,760	$567,760
Furniture and Fittings	$219,540	$53,161
Swimming Pool	$1,480,094	$690,831
Operating Land	$1,456,406	$1,456,406
Total	$3,723,800	$2,768,158

A. 6.3   Asset Condition

Asset Class	Condition Data (% by Value)				
	1	2	3	4	5
Parks, Gardens and Reserves			NA		
Furniture and Fittings			NA		
Swimming Pool	10%	40%	46%	0%	4%

A. 6.4   Asset Based Service Levels

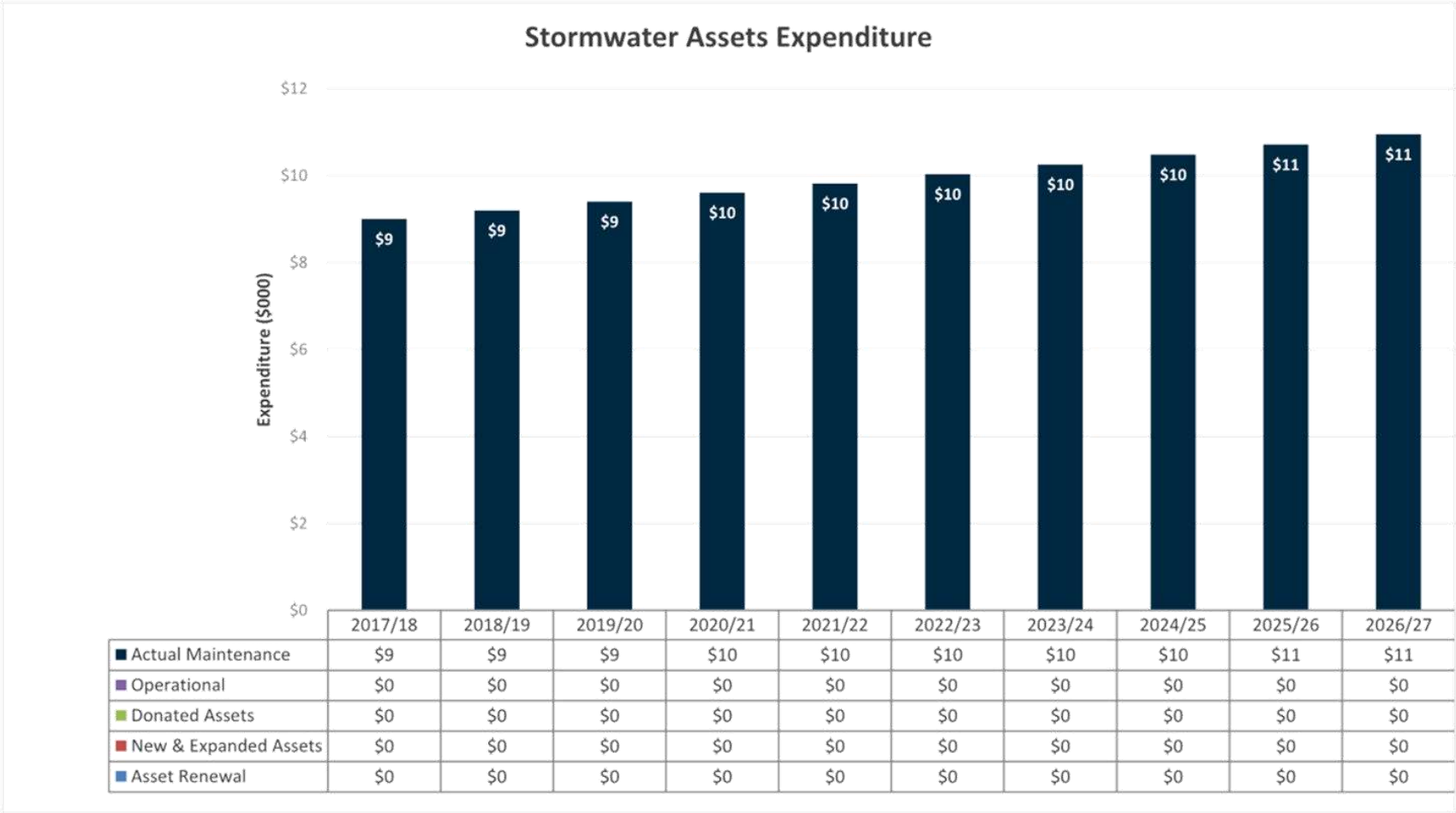| Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Quality / Condition	Reduction in priority 1 defects for playground equipment	Annual inspection program	Less than 5% defects	NA
	Reduction in parks defects	1/4ly inspection program in reflect	Less than 10% defects	NA
	Percent of assets in condition 3 or better	Condition Assessment	95%	46% approx.
Reliability / responsiveness	Percent compliance with Council's documented response time	CRMS data	90%	NA
Customer Service	Percent satisfaction with service provision	Community satisfaction report	Achieve 80% satisfaction	NA
Sustainability	Average weekly attendance at aquatic centre.	Contractor admission records	75% capacity	NA
	Three year rolling average potable water consumption on parks and gardens	Water records	Reduction of 3% per year	NA
	Consumption ratio		Between 50% and 75%	47%
	Renewal Funding Ratio	Annual depreciation figures and expenditure details	Between 90% and 110%	35%
	Long term funding ratio		Between 95% and 105%	189%
Affordability	Cost /ha to maintain open space assets	Annual budget expenditure	Increase by 1% lower than CPI	

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A. 6.5   Expenditure Projections

10 year Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Forecast	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Actual										
Renewal	$19	$19	$20	$20	$21	$21	$22	$22	$23	$23
New and Expanded Assets	$144	$147	$150	$154	$157	$161	$164	$168	$171	$175
Operational	$27	$28	$28	$29	$29	$30	$31	$31	$32	$33
Maintenance	$279	$285	$291	$298	$304	$311	$318	$325	$332	$339
Total Expenditure	$469	$479	$490	$501	$512	$523	$534	$546	$558	$570
Required										
Required Renewal (Depreciation)	$55	$58	$61	$64	$67	$70	$73	$77	$80	$84
New and Expanded Assets	$144	$147	$150	$154	$157	$161	$164	$168	$171	$175
Required O&M	$148	$166	$184	$203	$223	$244	$265	$287	$310	$334
Total	$347	$371	$395	$420	$447	$474	$502	$532	$562	$593
Overall (GAP)	$122	$109	$95	$80	$65	$49	$32	$15	($4)	($23)

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Open Spaces and Recreational Assets Expenditure

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
■ Actual Maintenance	$279	$285	$291	$298	$304	$311	$318	$325	$332	$339
■ Operational	$27	$28	$28	$29	$29	$30	$31	$31	$32	$33
■ Donated Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
■ New & Expanded Assets	$144	$147	$150	$154	$157	$161	$164	$168	$171	$175
■ Asset Renewal	$19	$19	$20	$20	$21	$21	$22	$22	$23	$23

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A. 6.6   Financial Ratios

Renewal Ratio - Open Spaces and Recreational Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal Ratio	35%	34%	33%	32%	31%	30%	30%	29%	28%	28%
Renewal Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
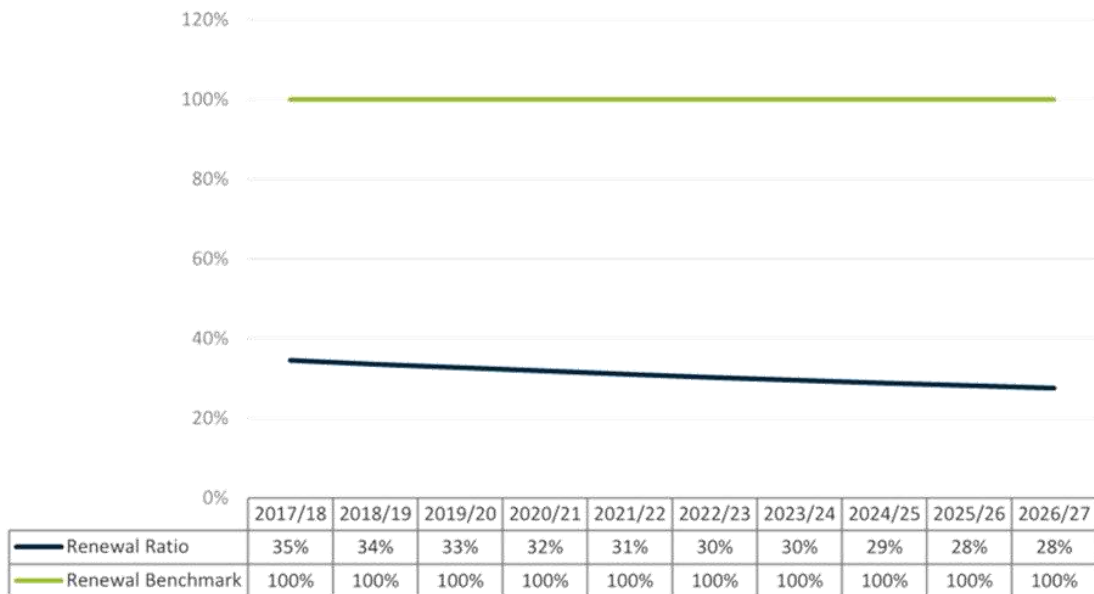
Backlog Ratio - Open Spaces and Recreational

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Backlog Ratio	4.9%	6.5%	7.8%	9.0%	10.0%	11.0%	11.9%	12.7%	13.5%	14.3%
Backlog Benchmark	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%
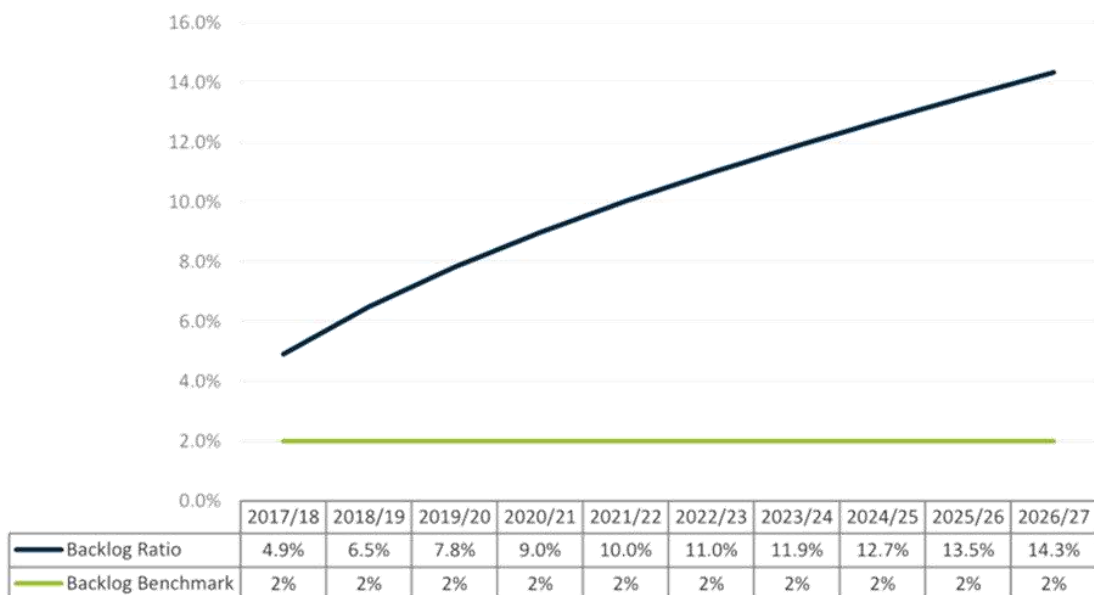
Maintenance Ratio - Open Spaces and Recreational

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Maintenance Ratio	189%	172%	158%	147%	137%	128%	120%	113%	107%	102%
Maintenance Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
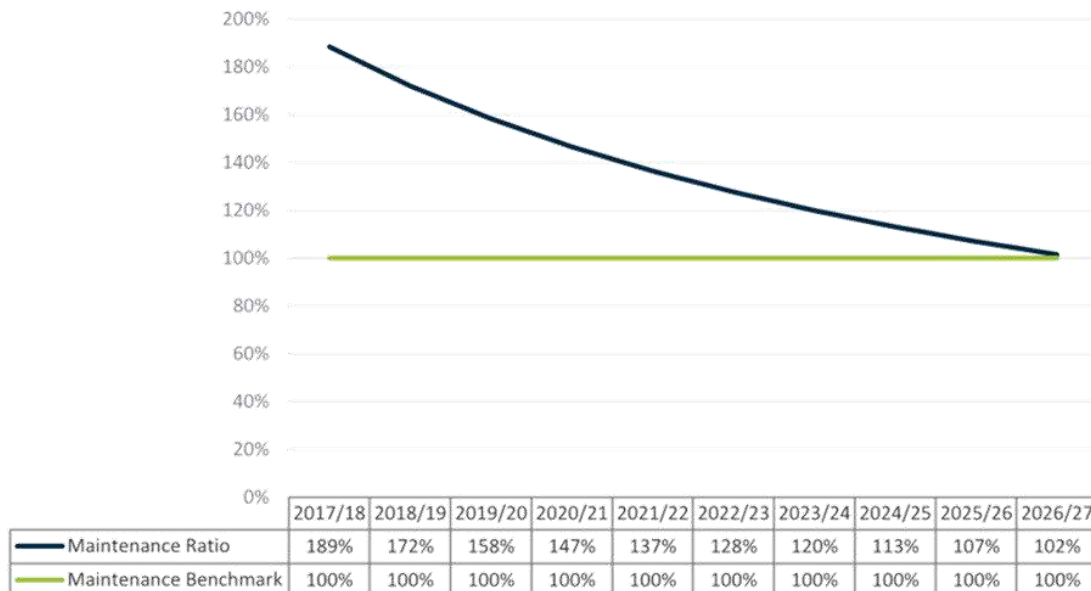
A. 6.7   Funding Strategy

Most of the Council's recreational assets were constructed from Council revenue and government grants, where available. These assets are often provided and accepted without consideration of ongoing operations, maintenance and replacement needs.

Restoration work on assets required as a result of work on the asset by another organisation is undertaken when fully funded by that organisation.

Funding of new works is by Council general funds as agreed by Council, supplemented by federal and state government grants, where available.

A. 6.8   Main Findings

Council has a range of open space and recreation assets. Most of the parks and open space assets are in unknown condition with only swimming pools noted to have known condition. The largest expenditure for open space and recreation assets is the maintenance cost which consumes a large portion of the parks budget. Typically parks assets are funded from grant applications and or community groups and rather than asset renewal a significant program of asset replacement is carried out as assets meet there service life.

Council has not allocated any renewal funding for its parks and recreation assets. The majority of these assets are replaced as they fail rather than undertaking an asset renewal type approach. This funding scenario best reflects how this asset group is managed at the current time. It should be noted however that building assets generally located in parks have been included in the buildings section of this asset management plan and strategy.

A. 6.9   Confidence Levels

The confidence in the asset data used as a basis for the financial forecasts has been assessed using the following grading system, see the following table.

Confidence Grade	General Meaning
Highly Reliable	Data based on sound records, procedure, investigations, and analysis that is properly documented and recognised as the best method of assessment
Reliable	Data based on sound records, procedures, investigations and analysis which is properly documented but has minor shortcomings; for example the data is old, some documentation is missing and reliance is placed on unconfirmed reports or some extrapolation
Uncertain	Data based on sound records, procedures, investigations and analysis which is incomplete or unsupported or extrapolation from a limited sample
Very Uncertain	Data based on unconfirmed verbal reports and/or cursory inspection and analysis

The overall confidence level of the Plan is considered to be *Uncertain*.

Appendix 7   Other Assets (Waste)

A. 7.1   Asset Inventory

Asset	Quantity	Unit
Operating Land	34	No
Infrastructure and other Structure	138	No

A. 7.2   Asset Values

	Current Replacement Cost	Written Down Value
Operating Land	$1,456,406	$1,456,406
Infrastructure and other Structure	$13,171,842	$7,491,466
Total		

A. 7.3   Asset Condition

Asset Class	Condition Data (% by Value)				
	1	2	3	4	5
Operating Land			NA		
Infrastructure and other Structure	5%	42%	43%	10%	0%

A. 7.4　　Asset Based Service Levels

Key Performance Indicator	Level of Service	Performance Measurement Process	Target Performance	Current Performance
Quality / Condition	Reduction in priority 1 defects for playground equipment	Annual inspection program	Less than 10% priority 1 defects	NA
	Precent of assets in condition 3 or better	Condition assessment	95%	Approx. 43%
Reliability / Responsiveness	Precent compliance with Council's documented response time	CRMS data	90%	NA
Customer Service	Percent satisfaction with service provision	Community satisfaction report	Maintain	
Sustainability	Consumption ratio		Between 50% and 75%	83%
	Renewal funding ratio	Annual depreciation figures and expenditure details	Between 90% and 110%	0%
	Long term funding ratio		Between 95% and 105%	0%

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A. 7.5   Expenditure Projections

10 year Budget	Budget	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected	Projected
Forecast	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Actual										
Renewal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
New and Expanded Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Operational	$84	$86	$88	$90	$92	$94	$96	$98	$100	$103
Maintenance	$3	$3	$3	$3	$3	$3	$3	$3	$3	$3
Total Expenditure	$87	$89	$91	$93	$95	$97	$99	$101	$103	$106
Required										
Required Renewal (Depreciation)	$185	$189	$193	$197	$202	$206	$211	$215	$220	$225
New and Expanded Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
Required O&M	$181	$185	$189	$193	$198	$202	$206	$211	$216	$220
Total	$366	$374	$382	$391	$399	$408	$417	$426	$436	$445
Overall (GAP)	($279)	($285)	($292)	($298)	($305)	($311)	($318)	($325)	($332)	($340)

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Waste Assets Expenditure

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
■ Actual Maintenance	$3	$3	$3	$3	$3	$3	$3	$3	$3	$3
■ Operational	$84	$86	$88	$90	$92	$94	$96	$98	$100	$103
■ Donated Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
■ New & Expanded Assets	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0
■ Asset Renewal	$0	$0	$0	$0	$0	$0	$0	$0	$0	$0

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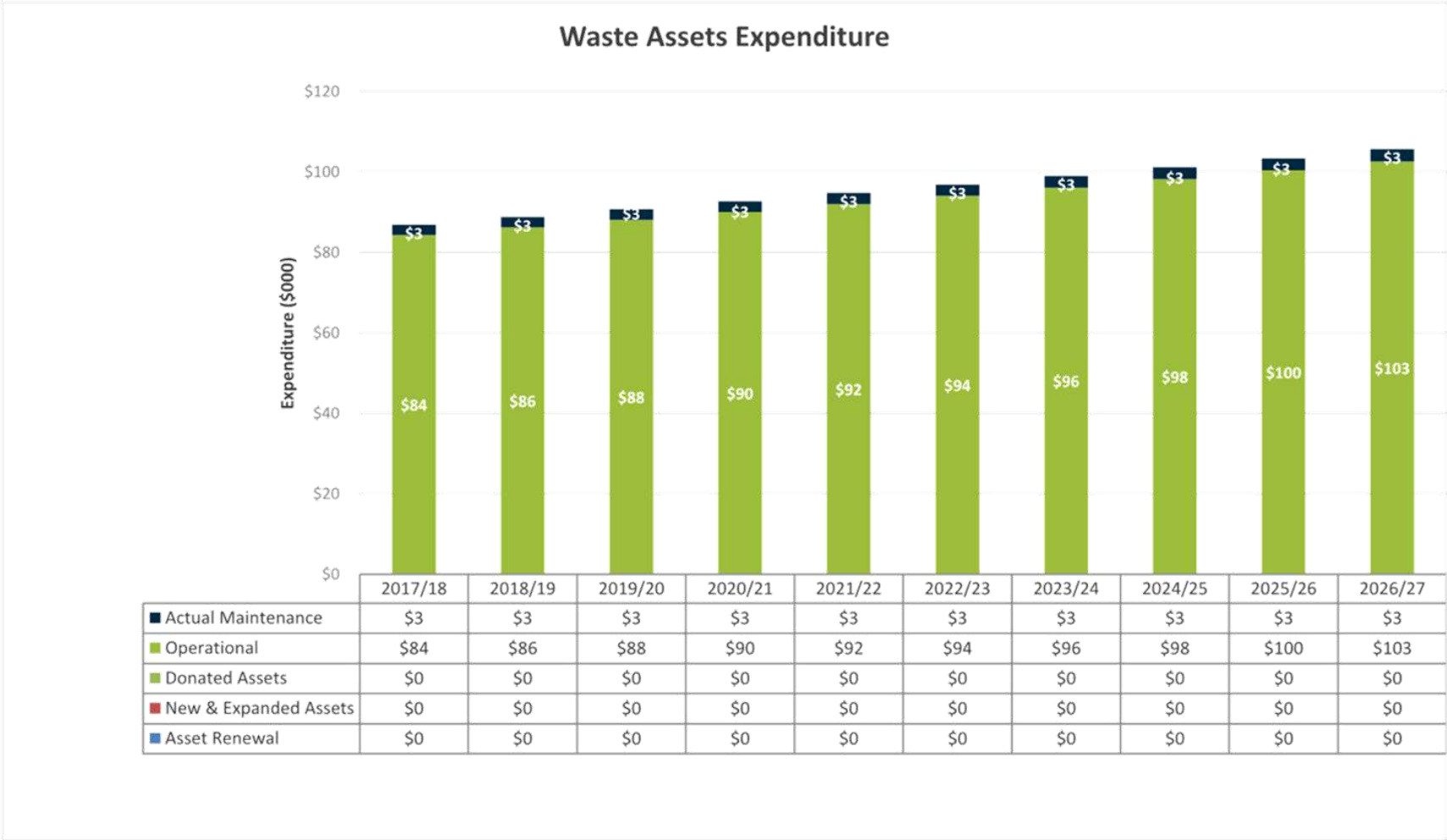
A. 7.6   Financial Ratios

Renewals Ratio - Waste Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Renewal Ratio	0%	0%	0%	0%	0%	0%	0%	0%	0%	0%
Renewal Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
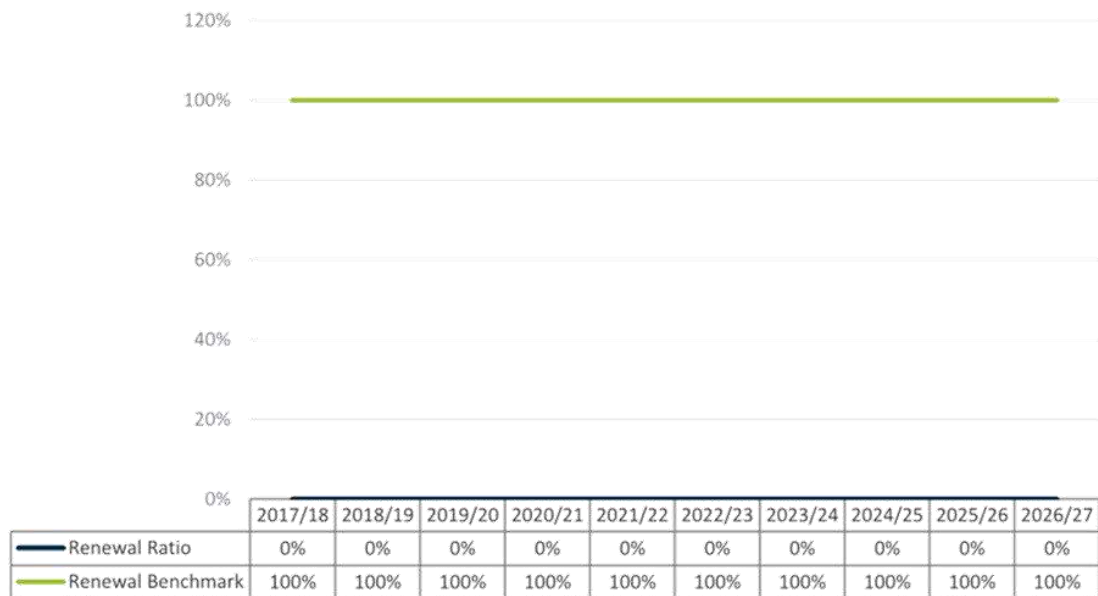
Backlog Ratio - Waste Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Backlog Ratio	2.1%	3.4%	4.9%	6.4%	8.0%	9.8%	11.8%	13.9%	16.3%	18.8%
Backlog Benchmark	2%	2%	2%	2%	2%	2%	2%	2%	2%	2%

95
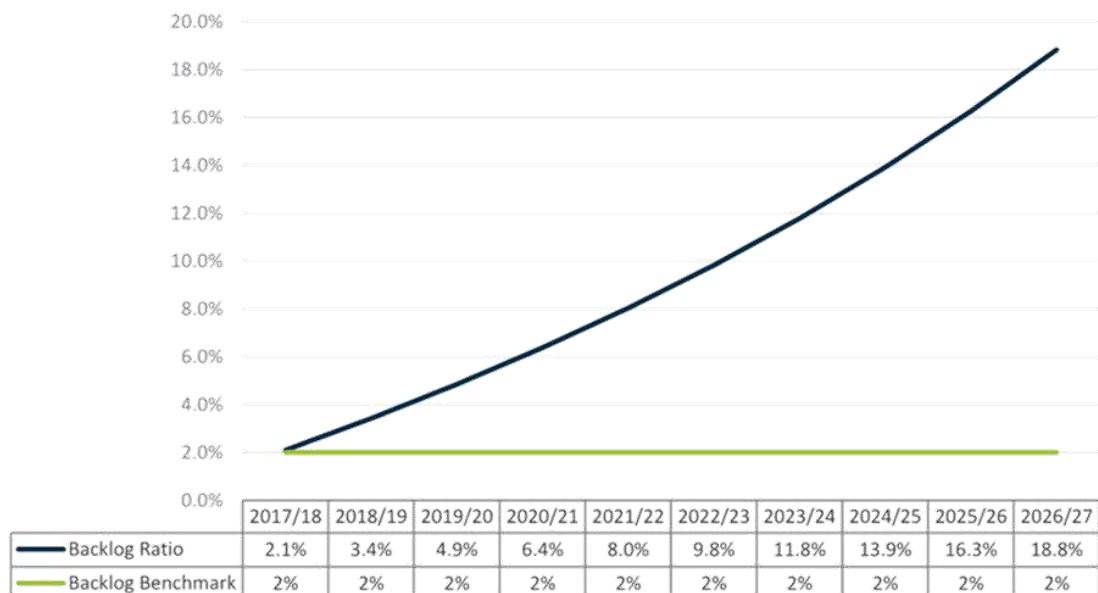
Maintenance Ratio - Waste Assets

	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27
Maintenance Ratio	1%	1%	1%	1%	1%	1%	1%	1%	1%	1%
Maintenance Benchmark	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

A. 7.7 Funding Strategy

Funding of operations and maintenance is from Council's general fund, supplemented by federal and state government grants where available.

Restoration work on assets required as a result of work on the asset by another organisation is undertaken when fully funded by that organisation.

Funding of new works is by Council general funds as agreed by Council, supplemented by federal and state government grants where available.

A. 7.8 Main Findings

Council has not allocated any renewal funding for its waste and other assets which is apparent in the renewals ratio and increasing backlog. With the current budget allocations, there appears to be a funding gap of $364k for 2017/18.

Expenditure Gap	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	10 Year Total
Renewal	($185)	($189)	($193)	($197)	($202)	($206)	($211)	($215)	($220)	($225)	($2,044)
O&M	($94)	($96)	($98)	($101)	($103)	($105)	($107)	($110)	($112)	($115)	($1,042)
Total Gap	($279)	($285)	($292)	($298)	($305)	($311)	($318)	($325)	($332)	($340)	($3,086)

The majority of these assets are replaced as they fail rather than undertaking an asset renewal type approach. As such, it is recommended that Council continues to monitor and review waste and other assets regularly and allocate funds for replacement as necessary.

Appendix 8   Asset Management Improvement Plan

The asset management improvement program is directly linked to the NSW Division of Local Government Infrastructure Audit, and improvement tasks are broken down into the various categories utilised in that reporting and in the associated gap analysis.

A. 8.1   Asset Knowledge

Asset Knowledge/Data	Activity	Deliverables	Actions	Responsibility	Priority
Physical attributes and location	Review and collect required asset location and attribute data for all assets with target 98% coverage and 95% confidence with data across all assets	Database of asset data with acceptable coverage and confidence levels	Identify missing or incomplete data		Medium
Physical attributes and location	Collect base level data for all outstanding asset classes Minimum attribute data only	Completed asset database	Verification of asset data		Medium
Physical attributes and location	Collect information of missing assets	Completed asset database	Collecting information on existing assets and loading it on to database		Medium
Operational / maintenance data	Identify activity types so that costs can be allocated against individual assets in all asset classes	List of activity types	Workshop to be arranged to determine activity list acceptable to group		High
Condition data	Develop a program of ongoing asset condition assessment for all asset classes	Details time line of asset inspections	Develop condition collection strategy for all asset classes		High
Performance utilisation data	Decide on what utilisation data is required for major assets and arrange to collect the data as required	Corporate policy and procedure for performance and utilisation data collection, used to prepare procedures defining data to be recorded and frequency for each asset class by asset owners	Identify data to be recorded Review data already recorded and fill gaps		Medium
Performance utilisation data	Collect and record performance data for all assets against defined service/ performance criteria	Performance data for all assets	Identify data to be recorded. Review data already recorded and fill gaps		Medium

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Asset Knowledge/Data	Activity	Deliverables	Actions	Responsibility	Priority
GIS / spatial data	Review, collect and record location and attribute data in spatial system for major assets	All assets identified in GIS	Spatial data to be collected		Medium
Lifecycle cost data	Develop guidelines as to how lifecycle costs will be recorded and measured on an ongoing basis	Procedure on lifecycle costing to be used by organisation	Examine the structure of the cost ledger to determine the most appropriate structure to obtain usable data		Medium
Lifecycle cost data	Record and manage operations and maintenance work type and cost data	Detailed lifecycle cost data for all asset classes	Manage asset data effectively		Medium
Lifecycle cost data	Review the existing cost ledger to ensure that asset information and lifecycle cost data is easily collected and is made available	Cost ledger that supports asset management reporting	Review the cost ledger with finance staff		Medium
Valuation, depreciation and effective life data	Document the process and assumptions around the valuation and depreciation of all assets classes	Ongoing as part of valuation exercise.	Ongoing as part of valuation exercise		High
Valuation, depreciation and effective life data	Review the existing road and building valuation process and ensure that accurate asset valuations are being undertaken	Reliable road and building asset valuations	Review road and building data		Low

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A. 8.2   Asset Data Processes

Data processes / techniques	Activity	Deliverables	Actions	Responsibility	Priority
Data capture strategies and processes	Review, develop and implement data capture strategy, guidelines and processes including collection frequency and guidelines/ processes for data collection/ asset representation in spatial format	Procedure for data capture for all asset classes and types and all types of data	Review existing procedure for the capture of data for new assets and use as basis for overall procedure		High
Condition assessment processes / rating systems	Document the existing condition rating system within Council and provide guidelines to how assets are condition rated in each asset class	Corporate policy and procedure for condition rating, used to prepare condition ratings for each asset class by asset owners	Document a common condition rating matrix		High
Performance utilisation processes	Identify what performance and utilisation measures are appropriate for each asset class and document how this information will be collected	Corporate policy and procedure for performance and utilisation measures, used to prepare specific measures for each asset class by asset owners	Review existing practices within organisation and use as basis for corporate procedure		Medium
Asset GIS mapping systems	Document the process for linking assets in the GIS to the AM system	Procedure for linking assets in GIS to AM system	Use the existing flow of data procedure as the basis for corporate procedure Procedure to include for maintaining database		Medium

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A. 8.3   Asset Strategy

Strategic Asset Planning Processes	Activity	Deliverables	Actions	Responsibility	Priority
Levels of service	Ensure all levels of service are measurable and monitored	Measurable service levels	Report on service delivery for assets		High
Risk management	Develop and implement risk analysis/ assessment processes for asset management, asset operations/ maintenance management and capital works planning/ evaluation	Asset related risks identification methodology developed	Document the asset based risk assessment process		Medium
Risk management	Undertake risk analysis/assessment and develop risk registers for all assets and implement risk management systems and processes for critical/major assets	Asset related risk register	Undertake risk assessment		Medium
Optimised decision making / predictive modelling	Council should continue to update and calibrate its decision-making tools to ensure long term asset requirements	Optimised decision making reports	Develop optimised decision making tools		Low
Lifecycle planning and funding projections	Develop lifecycle planning/costing guidelines and processes. Ensure clear understanding of lifecycle activities and applications. Undertake lifecycle planning for all major assets and develop robust long term financial forecasts	Funding projections and life cycle costing models	Detailed analysis of asset funding requirements		High
Financial planning and capital investment	Develop robust long term financial strategy/ forecasts for all assets including funding/ revenue forecasts	Long term financial forecast	Work with finance staff to fully integrate asset expenditure requirements into the LTFP		High
Financial planning and capital investment	Long term financial forecasts for assets to be reviewed on an annual basis	Long term financial forecast	Review asset expenditure projections		High

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Strategic Asset Planning Processes	Activity	Deliverables	Actions	Responsibility	Priority
Asset capital processes	A capital works prioritisation model be developed to help prioritise capital works projects	Capital works prioritisation model	Develop prioritisation methodology		Medium
Asset management plans	Asset management plan to be reviewed for all major asset classes on an annual basis	Asset management plan covering al key infrastructure asset groups	Review and update asset management plans		Low
Asset management plans	Asset management strategy to undergo a minor review every two years and a major review every four years with the development of Council's Delivery Plan	Plans reviewed and adopted	Review and update asset management strategy		Low

A. 8.4　　Asset Operations and Maintenance

Operations Maintenance and Work Processes	Activity	Deliverables	Actions	Responsibility	Priority
Emergency response plans	Identify critical assets and develop basic emergency management/response plans	Critical asset register	Identify factors that will make assets critical and identify critical assets		High
Contract administration	Identify opportunities for developing supply contracts that will enhance and productivity and performance improvement in works delivery	Improved supply agreements and improved value for money	Review existing supply contracts		Low
Critical assets	Identify critical assets and develop basic emergency management/response plans	a) Overall policy regarding the identification of critical assets. b) Identification of critical assets for each asset class	Review current assessment of critical assets in all asset classes		High
Critical assets	Undertake risk analysis/assessment for all assets and implement risk management systems and processes including condition monitoring/ inspection systems for critical/ major assets	Risk register	Undertake risk assessments		High

A. 8.5   Asset Information Systems

Information Systems	Activity	Deliverables	Actions	Responsibility	Priority
Asset register	Review AMIS. Review and rationalise asset registers/ databases. Complete organisation review/upgrade of systems considering business requirements	Audit of existing asset registers. Documented organisational system requirements	Review existing asset register and map strategic linkages		High
Asset costing systems	Review the existing cost ledger to ensure that asset information and lifecycle cost data is easily collected and is made available	Improved cost ledger that deals with assets in an appropriate manner	Review existing cost ledger and document asset requirements with finance staff		Low
Works / maintenance management	Develop links between AM&M systems and corporate systems	Systems information plan for asset management	Review existing systems		Medium
Works / maintenance management	Implement a works order system that supports improved works management and better asset management planning	Implementation of works order system	Identify works management, systems and asset requirements for works order systems		Medium
GIS	Increase utilisation of spatial system for asset data and information for all assets down to asset component level as appropriate	All assets have layers available in GIS	Link all asset to the GIS system		Medium
Asset management system / modules	Develop and implement asset rationalisation guidelines and processes for all assets. Include asset rationalisation consideration in asset lifecycle planning	Rationalisation guidelines	Review exiting assets needs and community expectations		Medium
Systems integration	Review system requirements/ capabilities as part of systems review with a view to maximising integration/ interfacing capability for sharing/ transfer of data and information	Systems information plan for asset management	Map out and plan the existing system and data processes and document		Medium
Systems integration	Review depreciation and capitalisation processes to ensure full reconciliation between the asset management systems and the corporate finance system	Documented processes for valuation and capitalisation of all assets	Review current valuation requirements and document the organisational needs		Medium

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A. 8.6 Corporate / Organisational Commitment

Organisational /Commercial Context	Activity	Deliverables	Actions	Responsibility	Priority
Organisational strategy	Review corporate/organisation strategies and enhance AM focus as opportunities arise. Include AM focus in long term vision/strategies	Asset management strategy a key focus in Council's corporate management plans	Ensure that asset management plays an important part in all organisational strategies		Medium
Organisational strategy	Review AM policy	Asset management policy adopted. Asset management strategy adopted	Review AM Policy on annual basis		Medium
Organisational strategy	Increase corporate commitment to asset management including infrastructure renewal focus and financial strategies and programs	Improved understanding of asset management within the organisation	Ensure that asset management plays an important part in all organisational strategies		Medium
Asset management review / improvement	Develop AM status reporting processes for reporting to management, corporate team and Council	Reporting and monitoring plan developed	Regularly report on asset performance to the executive and/or Council		High
Commercial tactics	Develop and implement basic asset management benchmarking processes including industry and local regional council benchmarking	Participation in benchmarking programs	Determine the organisational benchmarking requirements		Low
Commercial tactics	Develop monitoring program for output in maintenance and construction works	Scheduled maintenance works to be carried out by works orders	Monitor asset performance		Medium
Corporate sponsorship / commitment	Ensure asset management has a strong corporate focus and support. Engage corporate team in asset management development. Inform and educate councillors about asset management	Improved awareness or asset management within the organisation	Ensure that asset management plays an important part in all organisational activities		Medium
Training and awareness	AM awareness programs developed and implemented for all staff and councillors	Training program and plan developed	Implement training program		Low

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Appendix 9   IP&R Compliance Checklist

	Requirement	Reference	Yes	Partial	No	N/A	Link to evidence/examples
Asset Management Planning (AM)							
2.16	Council has accounted for and planned for all existing assets and any new asset solutions proposed in CSP and delivery program	EE - 2.9	✓				All assets are accounted for in Special Schedule 7 of Council's Annual Statements of Accounts
2.17	AM exists to support the CSP and delivery program	EE - 2.10	✓				
2.18	AM plan/s exist to support the CSP and delivery program	EE - 2.10	✓				A combined asset management plan and strategy has been developed for all major infrastructure assets and take into account the objectives and strategies defined in the Community Strategic plan and Council's Delivery Plan
2.19	Asset management strategy and plan/s have a minimum 10 year timeframe	EE - 2.11	✓				The AM strategy AMPs and LTFP cover a period of ten years
2.20	AM strategy includes a council endorsed AM policy	EE - 2.12	✓				The Council's AM Policy is detailed in section 1.3 of this report and the AM Policy, endorsed by Council in February 2017
2.21	AM strategy identifies assets critical to Council's operations, and outlines risk management strategies for these assets	EE – 2.13	✓				Critical assets have been identified in the asset management strategy at section 5.1
2.22	AM strategy includes specific actions required to improve AM capability and projected resource requirements and timeframes	EE - 2.14	✓				Asset management improvement plan is included as part of this strategy (section 4.4 and Appendix 8)

Requirement		Reference	Yes	Partial	No	N/A	Link to evidence/examples
Asset Management Planning (AM)							
2.23	AM plan/s encompass all assets under council's control	EE - 2.15	✓				Asset management plan encompasses for all major infrastructure assets. Asset management plans for minor assets will be completed as required
2.24	AM plan/s identify asset service standards	EE - 2.16	✓				Levels of Service for all assets have been included in the asset management plan in appendices 1 – 7 for each individual asset class)
2.25	AM plan/s contain long-term projections of asset maintenance, rehabilitation and replacement costs	EE - 2.17	✓				Long term asset expenditure requirements are included in the individual asset sections of the plan and outstanding maintenance requirements included as part of Special Schedule 7 of the Statements of Accounts
2.26	Condition of assets is reported in annual financial statements	EE - 2.18	✓				Asset condition for each asset class is detailed in the individual asset data sections at Appendices 1 – 7 of this plan. Also Special Schedule 7 of the Statements of Accounts also shows the condition of assets. Where condition is unknown a plan exists to fill the gaps in knowledge as part of the asset management improvement plan

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Balranald Shire Council

WORKFORCE PLAN
2025 - 30

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1. EXECUTIVE SUMMARY

In the current but now past Workforce Planning Period Balranald Shire Council focussed on creating an effective and efficient workforce. Through the use of disciplined analysis of the duties of each employee's role and duties, the organisation has identified the organisation's strengths as well as those areas of activity that needed greater attention to achieve overall performance improvement. Management changes and additional recruitment within the leadership and team level has created the opportunity to develop a more sustainable workforce that will engender community acknowledgement of the ability of the organisation to deliver the necessary community services and outcomes. Greater accountability for Council's resources has been established, especially as the organisation positions towards being an Employer of Choice.

The next four to five years will see a significant shift in our focus as we concentrate on strategic management, organisational development, strengthening our employee value proposition and more sophisticated performance management.

Team building processes will be developed through regular consultation and will concentrate on stabilising the workforce, strengthening our strong customer service ethic, as well as change management strategies that will drive greater efficiency in our operations. We will continue to develop the attractiveness of our location for both tourism and industry.

Council will need to face the continuing challenges in the contest for talent, skills shortages and effective leadership, all against the background of a carefully controlled organisation and an aging population. These issues are addressed in this Plan.

Agility will be required to meet the requirements of the Strategic, Operational, Long-Term Finance and Community Delivery Plans and programs. Apprenticeships/Traineeships, staff training, organisation development and effective human resource management will target the continuance of an engaged, qualified, skilled, diverse and committed workforce.

Strategies that will be key to Workforce Management Plan will be those based on performance principles set by the General Manager and the Executive Leadership Team. These will include strong asset management and financial planning, rigorous project oversight of grants and their delivery, sound quality control and governance, and an exceptional overall focus on staff capability, recognition and engagement.

These workforce planning objectives will place Council in a stronger position to deliver and maintain a reputation as an Employer of Choice in the region.

2. INTEGRATED PLANNING & REPORTING

This section outlines the Integrated Planning and Reporting framework for the Council with the details being derived from the Planning and Reporting Manual for local government in NSW 2010 (Version1, January 2010) prepared by the NSW Division of Local Government, Department of Premier and Cabinet, 2010.

2.1 New Approach to Planning and Reporting

In 2009 the Minister for Local Government introduced the Local Government Amendment (Planning and Reporting) Bill to Parliament. These reforms replace the former Management Plan and Social Plan strategies with an integrated framework. It also includes a new requirement to prepare a long-term Community Strategic Plan and Resourcing Strategy.

Figure 2.1.1 Local Government Integrated Planning and Reporting framework

This new framework encourages Councils to integrate their various plans and strategize their works and services based on community priorities that have been identified through consultation and engagement.

The clear goal is to turn community aspirations into reality, to ensure Council's priorities are set according to our residents' needs, to guarantee transparency in the decision-making process and to promote cooperation between all government levels, community groups and businesses including agriculture, manufacturing, hospitality and the retail sector.

2.2 Community Strategic Plan

The Community Strategic Plan is the highest-level plan that the Council will prepare. The purpose of the plan is to identify the community's main priorities and aspirations for the future and to plan strategies for achieving those goals. In doing this, the planning process will consider the issues and pressures that may affect the community and the level of resources that will realistically be available to achieve its aims and aspirations. While the Council has a custodial role in initiating, preparing and maintaining the Community Strategic Plan on behalf of the local government area, it is not wholly responsible for its implementation. Other partners, such as State agencies and community groups may also be engaged in delivering the long-term objectives of the plan.

2.3 Resourcing Strategy

The Community Strategic Plan provides a vehicle for expressing long-term community aspirations. However, these will not be achieved without sufficient resources - time, money, assets and people - to actually carry them out.

The result of the analysis of current and future capacity must be translated into Balranald Shire Council's Resourcing Strategy, which consists of three components:

- Long Term Financial Planning
- Workforce Management Planning
- Asset Management Planning

The Resourcing Strategy is the point where the Council assists the community by sorting out who is responsible for what, in terms of these issues identified in the Community Strategic Plan. Some issues will clearly be the responsibility of Council, some will be the responsibility of other levels of government, and some will rely on input from community groups and/or individuals. The resourcing strategy focuses in detail on matters that are the responsibility of Council and looks generally at obligations that are the responsibility of others.

2.4 Long Term Financial Plan

The Long-Term Financial Plan is an important part of Council's strategic planning process. This is the point where long-term community aspirations and goals are tested against financial realities. It is also where Council and the community may decide what resources the Council needs to influence and work with other parties so that they might deliver on responsibilities.

The Community Strategic Planning process will provide Council with valuable information about the future. From this exercise, both Council and the community will have a better understanding of:

- Expected pressure that will affect the community socially, environmentally and economically and the drivers behind this change.
- Expected economic growth rates.
- The community's aspirations and priorities for improving its economic, environmental and social outcomes.
- The community's priorities in terms of expected levels of service and community projects.

The Long-Term Financial Plan will seek to answer the questions:

- Can we survive the pressures of the future?
- What are the opportunities for future income and economic growth?
- Can we afford what the community wants?
- How can we go about achieving these outcomes?

3. THE WORKFORCE MANAGEMENT PLAN

Workforce planning helps to ensure that the community's strategic goals, as expressed in the Community Strategic Plan, will be met. The development of an effective workforce strategy will enable Council to focus on the medium and long-term, and also provide a framework for dealing with immediate challenges in a consistent way.

An effective workforce strategy aims to provide Council with the people best able to implement its strategic direction, develop innovative approaches to complex issues and deliver appropriate services effectively and efficiently.

By approaching workforce planning in a strategic way, a number of aims and statutory requirements can be addressed in a single process to ensure that all aspects of Council's operations are appropriate, efficiently delivered and effective. These include EEO management planning and practicing the principles of multiculturalism.

The benefit of ensuring a diverse workforce includes better local representation, improved communication and better understanding of issues affecting local communities, as well as maximising the pool of workers from which to address the challenges facing Council. Such challenges could include skills shortages, ageing workforce and business succession planning, as well as invigorating local communities and economies.

Strategic issues to consider when developing Council's Workforce strategy include the analysis of Council's workforce, forecasting future needs based on the commitments in the Community Strategic Plan and Delivery Program, determining the gap between the workforce and planning needs, strategically determining an appropriate workforce structure that will meet needs and objectives that recognises workplace equity and diversity as a tool to benefit the Council, strengthening Council's workplace governance, and supporting and developing Council's staff by monitoring and reviewing progress.

Figure 3.0.1 Workforce Planning Framework
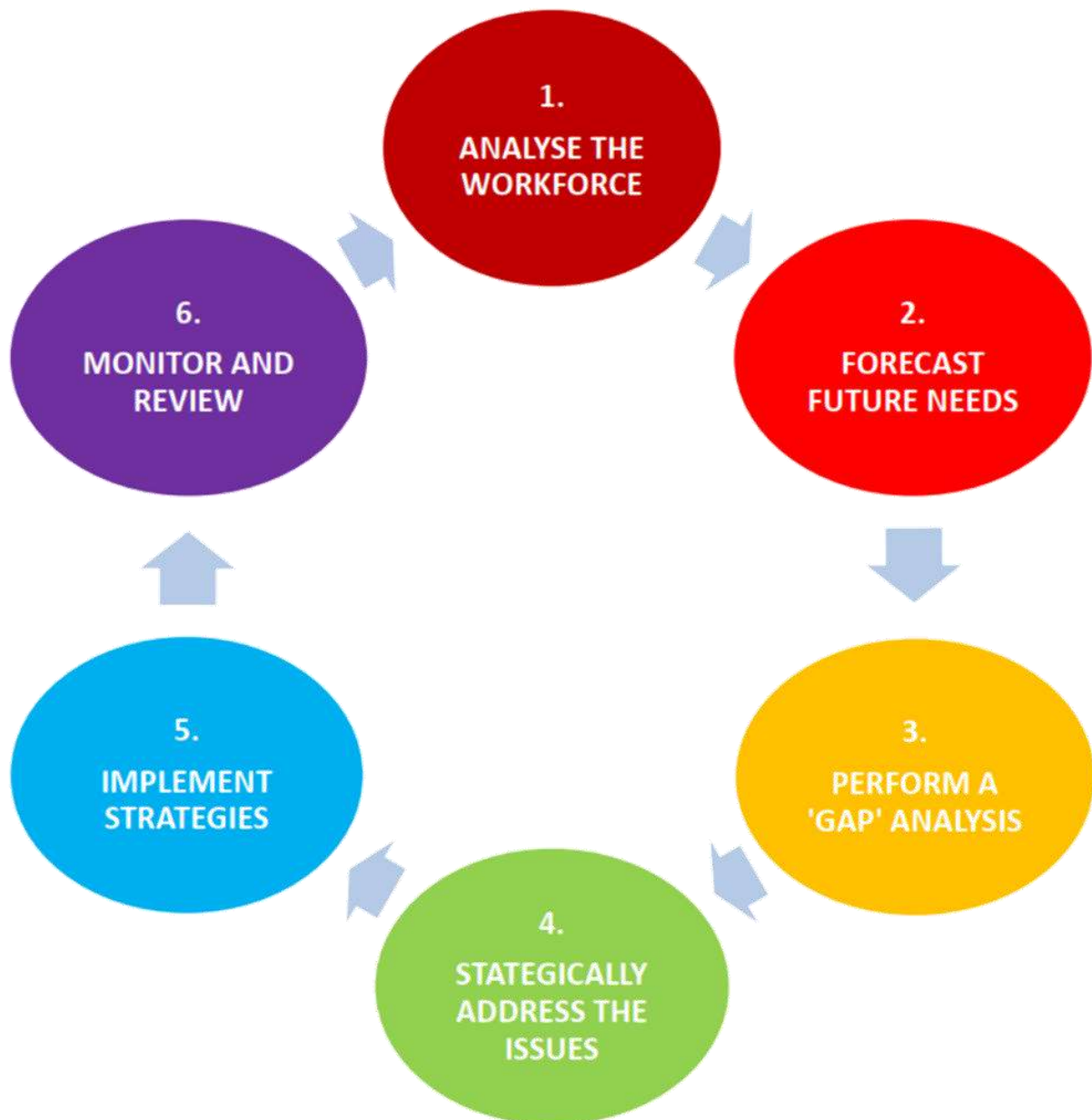
4. SCOPING & INTEGRATION OF THE WORKFORCE MANAGEMENT PLAN

Workforce Planning is the process of determining the future workforce required to meet the delivery programs included in Council's Community Strategic Plan. It provides a means for identifying any gaps between the demand for and the supply of labour, in the community at large, in terms of numbers, job roles, and required skills for developing strategies to bridge the gaps. Essentially, Workforce Planning looks to identify who we have, how we retain them, who we need in the future, how we will train our workforce and how we fill any gaps between demand and supply.

Although, Workforce Planning covers the entire workforce, emphasis will be given to those roles that are identified as presenting the most risk to Council not achieving its current and future delivery programs. Identification of these critical roles will enable Council to implement appropriate strategies to retain, develop and attract the staff required.

Critical attention needs to be paid issues such as the age profile within the workforce and whether it matches the community. This attention assists the Council to determine whether there will be adequately skilled and be able to replace those who retire, in essence an active succession planning process. This can then lead to the engagement of trainees and apprentices to address what is assessed to be a future deficit of the trade skills and professions within the workforce.

The General Manager is responsible for employing an appropriate workforce and monitoring the Council wide workforce planning. Directors are responsible for determining the staff required to fulfil their current and future delivery programs in terms of numbers, skills and job roles and for determining the critical roles within the team. Directors are also responsible for determining whether current incumbents have the desired skills and experience required to meet the delivery programs, as well as assessing the likelihood of retaining those individuals in critical roles and for identifying possible successors.

In order to deliver the essential services to the community in a perfect manner, Council has to ensure the stability of its workforce on an ongoing basis. Council's workforce comprises the indoor and the outdoor staff. Currently the Council has a fairly stable workforce totalling 60 staff, which consists of 38 indoor and 22 outdoor staff. This is complemented by casuals and external contractors to meet workload commitments as required.

The Workforce Management Plan involves analysing the current and future staff demands against the current and the future staff supply for a period of 2021/2022 to 2026/2027, and it also outlines the strategies and the actions required to maintain a stable workforce. The Workforce Management Plan can be read in conjunction with the following plans of the Council:

- Community Strategic Plan
- Delivery Program
- Asset Management Plans

Council's overarching community objective is:

To grow our resident population to reach our Vision by encouraging and supporting local youth to stay and work in our community

Council's community vision is:

"In Balranald Shire we grow and develop our lifestyle, our services, our businesses, our infrastructure, our natural environment and our Council to support a thriving, resilient and engaged community."

Council's strategic objectives are:

To attain our overarching objective of population growth we will work together on achieving the following strategic objectives, listed in priority order:

1. Strong, diverse and resilient local economy (Economic)
2. Healthy, safe, and educated community (Social)
3. Democratic and engaged community (Civil Leadership)
4. Culturally rich, vibrant and inclusive community (Social)
5. Cared for natural, agricultural and built environments (Environment)
6. Well maintained and improving Shire assets, including our roads and bridges, and service (Economic) - One of the strategies for this objective is to position the BSC (Council) as an 'employer of choice', which is in turn has an action plan to develop a highly motivated and skilled workforce capable of delivering quality service to all residents.

5. STAFF DEMAND & SUPPLY

The current distribution of staff in the organisation is set out below. This is followed by an organisation chart which details the application of those resources.

Figure 5.0.1 Balranald Shire Council – Employee Distribution
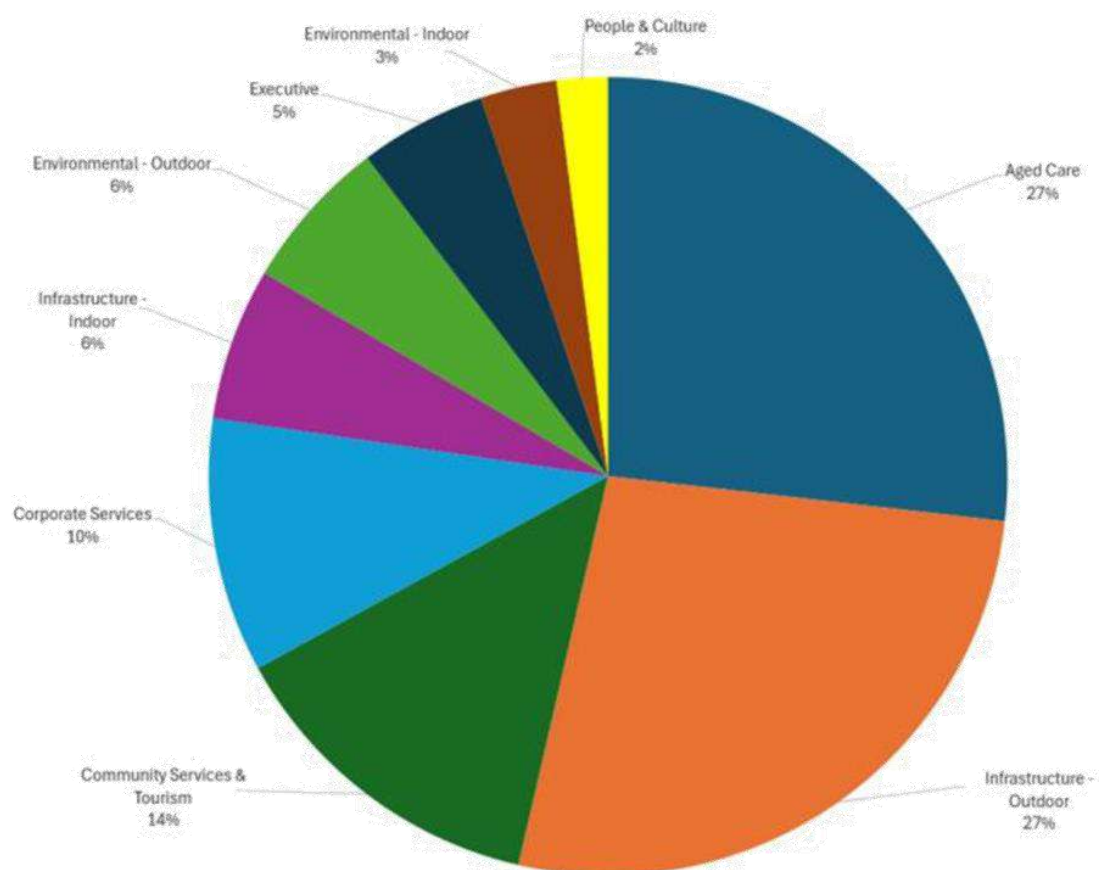
Figure 5.0.2 Balranald Shire Council - Current Organisational Structure

COUNCIL

MAYOR

GENERAL MANAGER

SENIOR EXECUTIVE ASSISTANT

DIRECTOR OF GOVERNANCE, BUSINESS & COMMUNITY SERVICES

EXECUTIVE ASSISTANT

DIRECTOR OF INFRASTRUCTURE & PLANNING SERVICES

Director of Governance, Business & Community Services:
- Chief Financial Officer
- Senior Finance Officer
- Rates & Debtors Officer
- Creditors & Payroll Officer
- Project Officer
- Stores & Depot Security Officer
- Records & IT Officer
- Customer Service Officer /Service NSW x 2
- Administration Trainee
- Caravan Park Coordinator
- Reservations Officer
- Casual Cleaners
- Community Projects, Tourism / EconomicDevelopment & Grants Coordinator
- Tourist Information Centre Staff x 1.5
- Facility Nurse Manager
- Registered Nurses x 4
- Personal Care Assistants & Carers x 7.5
- Administration Officer
- Activites Coordinator
- Catering Officer x 1.4
- Housekeeper x 1.4
- Human Resources Officer
- Librarian
- Library Trainee

Director of Infrastructure & Planning Services:
- Infrastructure Coordinator
- Assets Officer
- Design Engineer
- Mechanic
- Apprentice Mechanic x 2
- WHS & Risk Officer
- Health Environment & Development Coordinator
- Planning Officer
- Bio Security Officer
- Ranger
- Building Maintenance Officer
- Swimming Pool Supervisor
- Casual Lifeguards
- Administration Trainee
- Water & Sewer Coordinator
- Water & Sewer Operator
- Euston Overseer
- Euston GEO / Town Maintenance x 2
- Works Coordinator
- Works Overseer
- General Equipment Officers x 5
- Roads Maintenance Trainee
- Town Maintenance Overseer
- Town Maintenance Officers x 5
- Horticulture Trainee
- Waste Facility Operator

The following paragraphs explain the labour demands in each department in detail.

5.1 General Manager

General Manager, which consists of a General Manager and his Executive Assistant generally operates within a stable staff structure. There has been a period governed by the appointment of an Acting General Manager and BSC currently has an experienced Interim General Manager appointed by Council whilst the recruitment process is underway.

The search for a suitable General Manager is in process. The Shire has one fulltime Human Resource Officer and the WHS & Risk Officer retired 12 months ago after 40+ years of service to Council. Having no one in this role for a year has helped us to identify the deficiencies' in the management of performance management, training and development, WHS and other key issues affecting staff recruitment, retention. The management of its most important asset, the workforce, requires at least one full time Human Resource management position and one fulltime WHS & Risk Officer.

5.2 Infrastructure & Planning Services

The Engineering Division currently operates with a relatively stable workforce, after filling some critical vacancies in the last 8 months, such as the recruitment of a Design Engineer. However, it has become increasingly difficult to employ Engineers, with vacancies being advertised for months on end, ideally BSC would like to employ an Engineering Trainee to learn within the Department.

The Director has mentored the Infrastructure Coordinator to handle the Division in his absence.

As per the strategies outlined in the Delivery Program, the Engineering Department has the major role in maintaining and improving the Council's transport infrastructure in order to achieve the required strategic objectives. A full time Asset Officer has been appointed, as planned, to manage the existing and new assets at the required levels of service. Corporate Services is needed to assist with related financial advice. To assist the Asset Officer in field activities, we continue to require the sufficient staff levels to inspect and maintain and improving roads, bridges and footpaths and improve parks and gardens.

Cleaning staff are also required to increase the cleaning frequency in towns and villages as part of the Community Strategic Plan and delivery program. Additional casual staff will be needed to support this, estimated to be equivalent to one full time employee.

In order to more effectively manage the Sewerage Treatment Plant and to address water supply issues in Balranald's Villages a Water and Sewerage trainee is required.

The Health, Environment & Development Division currently operates with a stable staff structure after the appointment of the new Ranger & Bio Security Officer. However, contract personnel have been required dependent on workloads. A trainee Health, Environment & Development Officer will be required to ensure active coverage, ultimately to take over the Building & Planning Administration as the Admin Officer has now moved into the Planning Officer role, who is the only staff member qualified in this area.

The management and handling of Trade Waste has become an issue throughout the State and has now impacted on Balranald Shire and an additional appointment will be required.

5.3 Government, Business & Community Services

Corporate Services Division currently operates in stable staff level following appointment of a new Director. However, BSC still has Contractors offsite doing Councils Budget and Accounting Services, ideally, we intend to advertise the Chief Financial Officer position ASAP. Moving forward with a CFO rather than relying on contractors.

An additional appointment was made to assist with customer information and service requests from the community and visitors and to meet Service NSW Requirement and obligations, as the staff member in this role was promoted into the Rates & Debtors Officer role. Further assistance will be needed to cover leave demands and to resource tourism development and visitor information needs in order to enhance the Shire as a destination of choice.

The Council Visitor Information Centre has undergone a significant development due to grant funding. At present staffing is very stable, however due to an aging workforce a Trainee would be a welcome addition.

The Council run Caravan Park will also require more discussion, as it is currently under management of council staff. It was decided when BSC was under administration any decisions regarding the management of the park be put on hold until a new Council was appointed, and facilities had been updated (per grant funding). If Council decides not to go out to contract, permanent staff will need to be appointed, such as; Caravan Park Coordinator, Reservations Assistant and Cleaners.

Human Resource management remained a well-established need to ensure strong recruitment processes, induction and staff and organisation development needs. As the demand for internal audit and inter/intra networking and computerisation/resources increases a full time IT & Records Officer has been recruited following the resignation of the previous employee over 12 months ago.

BSC Library has just had an internal & external update of facilities and is now opening 5 days per week. The Library has become an activity hub for all community member young & old. With courses now being held (eg. Mobile phone and computer information). Also holding school holiday and after school programs for school aged kids. We now have a fantastic area for learning and re connecting with Tafe NSW to offer even more opportunities for Traineeships and Apprenticeships within our area. To continue moving forward the Library requires a fulltime Trainee Assistant Librarian to help facilitate and organise all these exciting programs and courses.

Our Aged Care Hostel has appointed a permanent Facility Nurse Manager and an additional Registered Nurse, which enables BSC to significantly reduce the reliance on Agency staff. We still require 1 EFT for full coverage, however we are managing to cover this with Casuals staff at this point in time.

The PCA/Carers are at full capacity and now seem to be stable. We do require another 0.5 to 1 EFT to cover staff holidays, sick leave, etc as we have an aging workforce.

We have also recruited a new Administration Officer at the Hostel which has helped greatly with taking the administration, and phone pressure from the Nurses and PCA's. They previously had no-one in this role, however had a Project Officer working remotely doing the financial returns, accreditation and reporting.

As we are currently in the process of extending our Hostel beds by 5 and undergoing a full refurbishment, Hostel staffing will need reviewing again in the future.

6. FUTURE STAFF & ORGANISATIONAL NEEDS

The Organisation Chart which follows reflects both current staff and future staff needs, particularly in Accounting, Health and Building, Water and Sewerage, Human Resources and Workplace Health and Safety.

Figure 6.0.1 Balranald Shire Council - Predicted Organisational Structure

COUNCIL

MAYOR

GENERAL MANAGER

SENIOR EXECUTIVE ASSISTANT

HR OFFICER, WHS & RISK OFFICER

DIRECTOR OF GOVERNANCE, BUSINESS & COMMUNITY SERVICES

EXECUTIVE ASSISTANT

DIRECTOR OF INFRASTRUCTURE & PLANNING SERVICES

- Chief Financial Officer
- Senior Finance Officer
- Rates & Debtors Officer
- Creditors & Payroll Officer
- Project Officer
- Stores & Depot Security Officer
- Records & IT Officer
- Customer Service Officer /Service NSW x 2
- Administration Trainee
- Caravan Park Coordinator
- Reservations Officer
- Casual Cleaners
- Community Projects, Tourism / EconomicDevelopment & Grants Coordinator
- Tourist Information Centre Staff x 1.5
- Facility Nurse Manager
- Registered Nurses x 4
- Personal Care Assistants & Carers x 7.5
- Administration Officer
- Activites Coordinator
- Catering Officer x 1.4
- Housekeeper x 1.4
- Human Resources Officer
- Librarian
- Library Trainee

- Infrastructure Coordinator
- Assets Officer
- Design Engineer
- Mechanic
- Apprentice Mechanic x 2
- Health Environment & Development Coordinator
- Planning Officer
- Bio Security Officer
- Ranger
- Building Maintenance Officer
- Swimming Pool Supervisor
- Casual Lifeguards
- Administration Trainee
- Water & Sewer Coordinator
- Water & Sewer Operator
- Euston Overseer
- Euston GEO / Town Maintenance x 2
- Works Coordinator
- Works Overseer
- General Equipment Officers x 5
- Roads Maintenance Trainee
- Town Maintenance Overseer
- Town Maintenance Officers x 5
- Horticulture Trainee
- Waste Facility Operator

* For a more in-depth picture of each departments' organisation structure refer to

8. Appendix

6.1 Age and Years of Service Profiles.

The age profile demonstrates a well-balanced organisation, with succession in place to cover those moving towards retirement, although it must be noted that there are those who wish to remain in the workforce past traditional retirement dates - a very useful retention of seasoned skills.

The years of service chart demonstrates the 'visual fitness" of the Shires staff indicating a need to strengthen performance assessment and training and development to provide accelerated upskilling of the workforce in meeting local government demands and requirements.

Figure 6.1.1 Balranald Shire Council - Employee Age Profile

- Under 20: 3%
- 21 to 30: 12%
- 31 - 40: 13%
- 41 - 50: 24%
- 50 PLUS: 48%
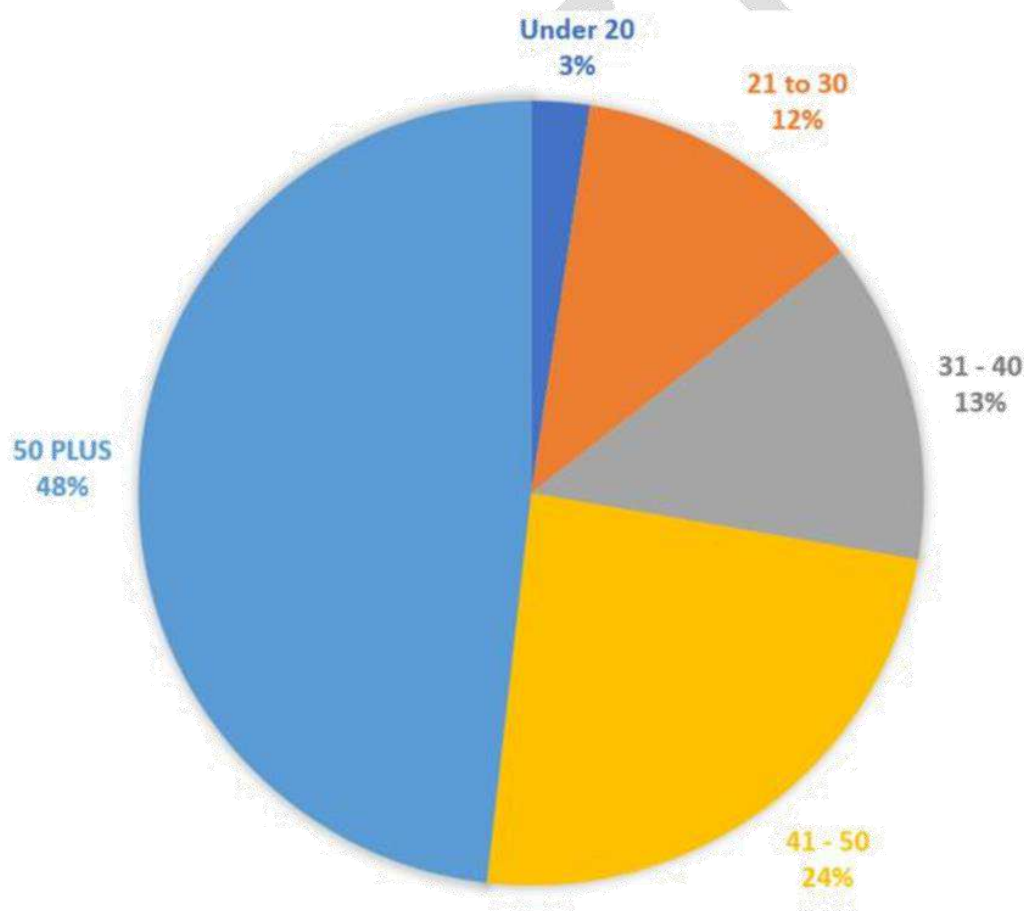
Figure 6.1.2 Balranald Shire Council – Years of Service
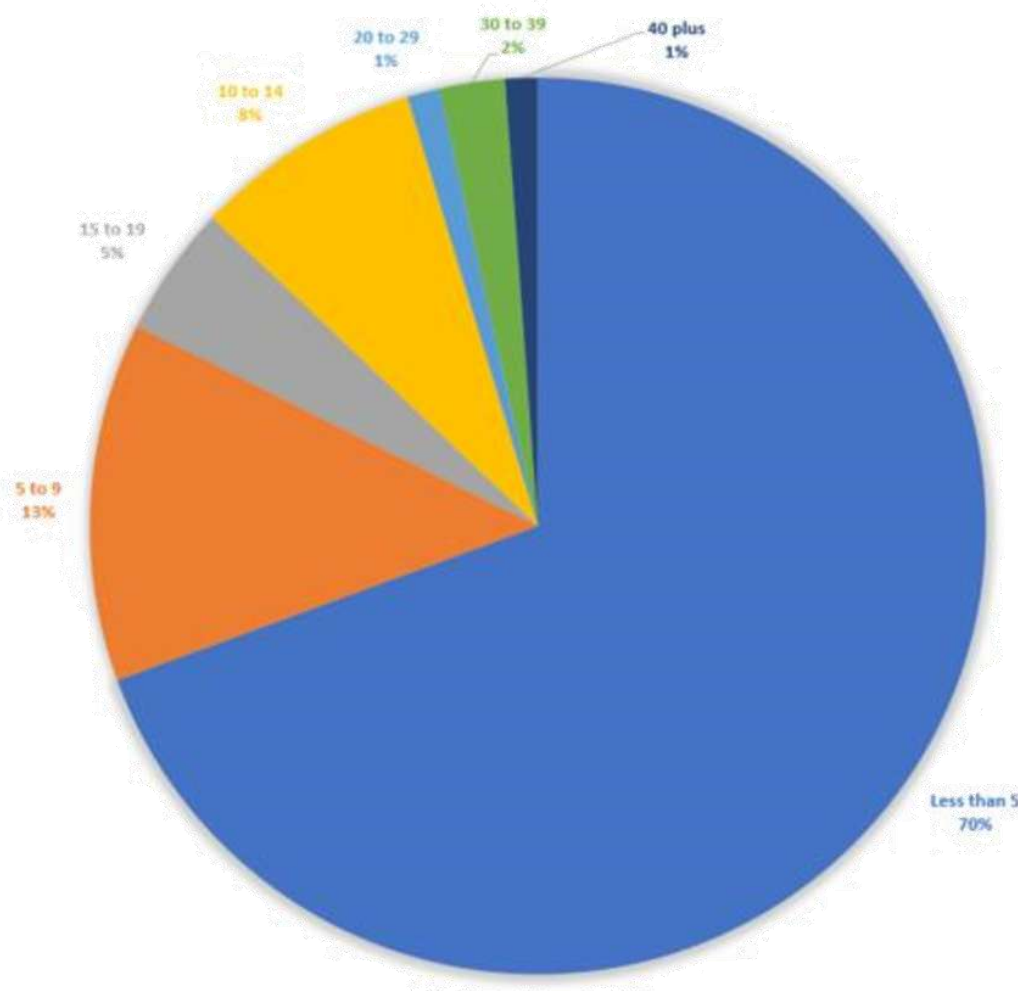
6.2 Current & Future Staff Demands & Organisational needs

Based on analysis of the Community Strategic Plan (CSP) and the Delivery Program (DP) the following schedule sets out the maintenance of staffing to meet current needs and moderate increases to meet future performance requirements. (FTE: Fulltime Equivalent)

Positions	Functions	Current Est	Future Demand	* Related to DP
Management				
General Manager	General Manager	1		Ensure effective management & maximisation of resource contributions
Senior Executive Assistant		1		
Human Resources Officer		1		
WHS & Risk Officer		1		
HR / WHS Trainee			1	Succession Planning

Infrastructure & Planning Services				
Director	Infrastructure & Planning Services	1		Oversight & professional Accountability
Executive Assistant		0.5		
Infrastructure Coordinator	Infrastructure & Engineering Services Management (oversee/ensure technical proficiency & delivery)	1		
Engineering Trainee			1	Succession Planning
Assets Officer, Design Engineer		2		
Workshop Mechanic		1		
Apprentice Mechanic		1	2	Succession Planning
Project Manager		1	0	Not required. Contract only
HE&D Coordinator	Health, Environment & Development (Building, Planning, Health & Laws)	1		Meet CSP, DP & Legislative Requirements
Planning Officer		1		
HE&D Trainee			1	Succession Planning
Ranger, Bio Security, Building Maintenance, Swimming Pool Supervisor & Lifeguards		3.2		Meet Legislative Requirements
Water & Sewer Coordinator	Technical Oversight of Sewerage Works & Water delivery in Villages	1		
Water & Sewer Operator		1		
Water & Sewer Trainee			1	Succession Planning
Euston Overseer, GEO/Town Maintenance		3		
Works Coordinator	Engineering & transport works supervision & delivery	1		
Works & Town Maintenance Overseers		2		
GEO / Town Maintenance, Waste Facility Operators Roads Maintenance & Horticulture Trainee	Engineering & transport works delivery & maintenance	11		
			2	Succession Planning
Governance, Business & Community Services				
Director	Governance, Business & Community Services	1		
Executive Assistant		0.5		
Chief Finance Officer	Annual Compulsory Reporting Requirements	1	1	Meet statutory requirements (reduce consultancy costs)
Senior Finance, Rates & Debtors, Creditors & Payroll, Customer Service Officer & Service NSW, Stores & Depot Security		6		
Trainee (SBAT)		0.2		School Based
Project Officer		1	0	Replaced by Hostel Admin
Community Projects, Tourism / Economic Development & Grants Officer & VIC staff	Tourism, Grants, Economic Development, Arts, Customer Service & Community Services	1.5		

Caravan Park Coordinator, Casual Reservations Assistant & Cleaners		1.5		
Librarian	Library, Community & Tech Hub, Courses & programs	1	1	
Trainee Librarian			1	Succession Planning
Aged Care				
Facility Nurse Manager	General Nursing, Clinical and overall Care of Residents.	1		Meet Legislative compliance
Registered Nurses		4		
Personal Care Assistant & Carers		7.5	1	
Administration Officer, Activities & Lifestyle, Catering & Housekeeper	Audits, accreditation and required reporting to the Dept.	4.8		training
Trainee PCA			1	Succession Planning

6.3 Checklists for assessing Staff Demands

Following checklists may be used for assessing staff demands.

6.3.1 Checklist for assessing Current demand for staffing resources

- Does the Council understand its community's and projected changing needs?
- What do recent community surveys reveal? What do frontline staff think about community needs and better ways to provide services?
- How does the Council address the shire service needs?
- What work is being done and does it need to be done?
- Are staff members correctly allocated to the right tasks?
- Does the Council efficiently use its people, skills and attributes?
- What skills are currently vital to enable the Council to achieve its goals and objectives?
- What system does the Council have in place are they effective? Could technology or process reengineering improve service delivery or reduce costs?

6.3.2 Checklist for assessing Future Demand for staffing resources

- How is the Council's workforce expected to change (e.g. through changes in missions/goals, technology, new/terminated programs or functions, and shifts to contracting out)? How will this affect staff?
- What trends, such as demand for increased accountability or regulatory changes, will have human resourcing implications?
- How will changes in other related bodies affect the Council?
- What new or changed services will be needed in the medium term? What will be future best practice for the Council's operations and services?
- What will be the structure and method of service delivery in future years?
- Has the Council identified a set of skills/capabilities that are considered to be essential to the delivery of business outcomes in the future? What new skills will the Council need in the next five years, and which will be less important?

7. THE BALRANALD COMMUNITY

Based on ABS Statistics the charts that follow indicate the demand from different industry groups for staff, from the local Balranald community, to service their requirements i.e. demand for labour. The second chart demonstrates the supply of available labour, in terms of those working full time and part time within the Shire - i.e. the percentage of available resources/hours to meet industry need. Additional hours could be gained through offering or requiring full time work from part time workers or job offers to the unemployed.

Realistically the challenge remains to attract more skilled labour to the Shire. If that is not possible for example without growth in population, key additional or replacement staff will need continue to be recruited from adjacent Shires or major regional/population centres.

Figure 7.1.1 Balranald Local Government Area Top 5 Employment Industries

Accommodation & food services 10%
Retail trade 11%
Education & training 12%
Health care & social assistance 15%
Agriculture, forestry & fishing 52%
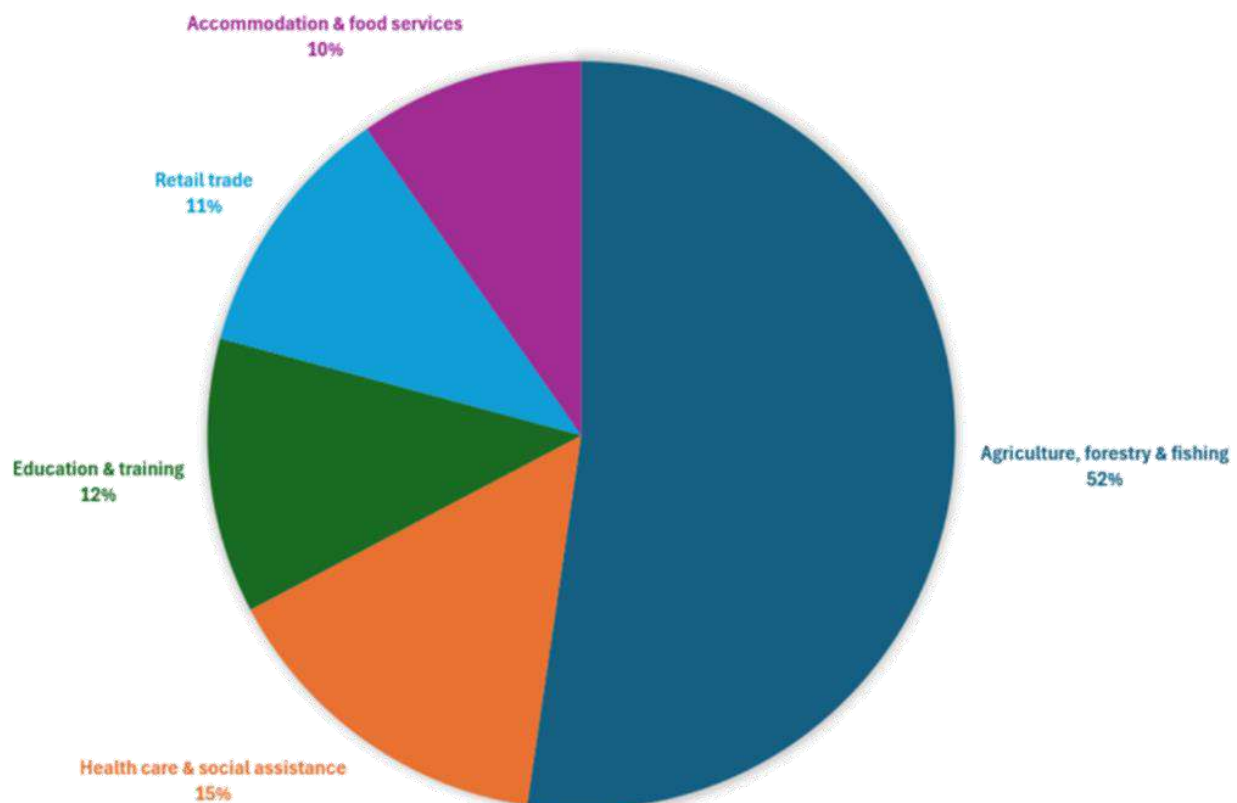
Figure 7.1.2 Balranald Local Government Area Employment Rates
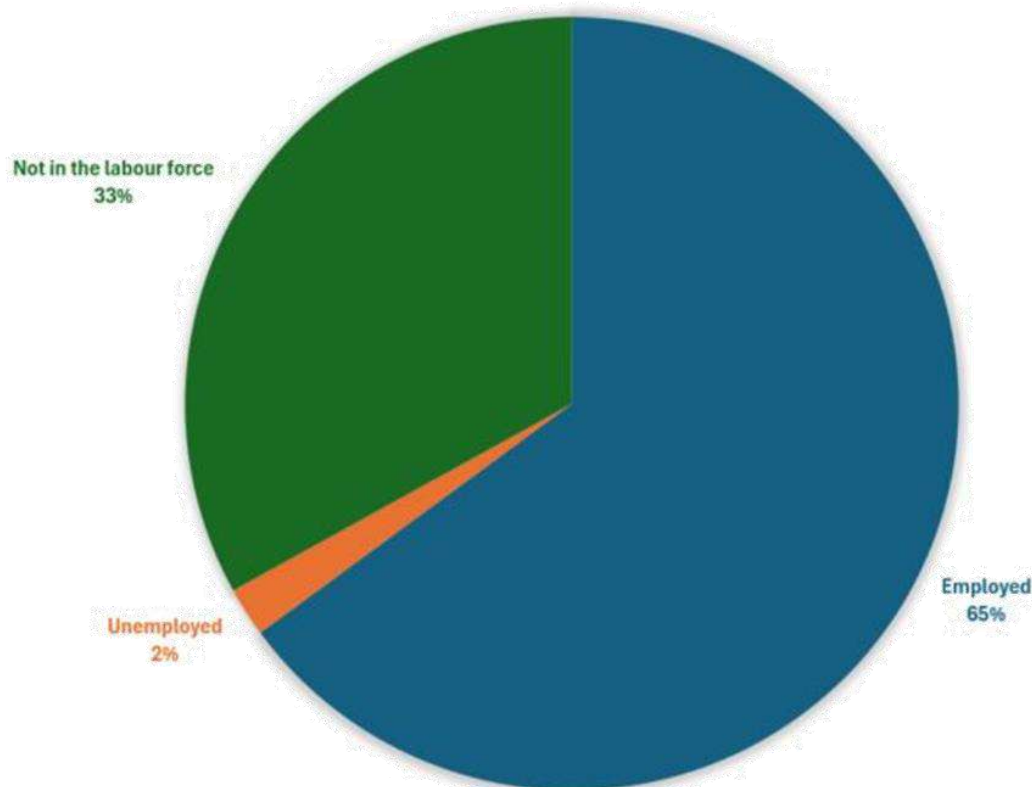
One of the related major issues identified by the analysis involved and associated with this Plan is the number of staff in the under 10 years of service chart. As a result of this statistic and the identified deficit in appraisal and training and development there will need to address these issues considering the following;

- Competition for positions between Council as a business & with other shire enterprises.
- Availability of funding for training.
- Local Government Regulations.
- Official Certification and qualifications required for specific positions.
- Internal acknowledgement and appreciation.
- A survey of the culture and staff views.

Allowance has already been made for the recruitment of selected apprentices and trainees. This approach will need to continue to satisfy long term workforce management requirements. However, attention will need to be given to the enhancement of civil construction skills and abilities through the use of established training programs, as well as to the maintenance of traffic control tickets and other job specific mandatory renewals and requirements.

Grants, as well as use of internal funding allocations, will need to be carefully researched, accessed and then training provided. Effective performance assessment and review will also assist employees in their development and skill and capability, potentially with the use of the Local Government Capability Framework.

8. APPENDIX

KEY

■	CURRENT POSITIONS
■	PREDICTED NEW POSITIONS
■	CURRENT POSITION PROPOSED REMOVAL

General Manager (1)

Senior Executive Assistant (1)

Human Resoures & WHS & Risk Officers (2)

HR & WHS Trainee

Director of Governance, Business & Community Services (1)

Director of Infrastructure & Planning Services (1)

Executive Assistant (1)

Customer Service Officer (inc. Service NSW) (2)

Chief Financial Officer (1)

Caravan Park Coordinator (1)

Community Projects, Tourism / Economic Development & Grants Coordinator (1)

Facility Nurse Manager (1)

Librarian (1)

Works Coordinator (1)

Water & Sewer Coordinator (1)

Health. Environment & Development Coordinator (1)

Infrastructure Coordinator (1)

Project Manager (1)

Senior Finance Officer (1)

Reservations Officer (0.5)

Tourist Info Centre Staff (1.5)

Registered Nurses (4)

Library Trainee (1)

Works Overseer (1)

Town Maintenance Overseer (1)

Water & Sewer Operator (1)

Planning Officer (1)

Assets Oficer (1)

Rates & Debtors Officer (1)

Casual Cleaners

Personel Care Assistants & Carers (7.5)

General Equipment Operators (5)

Town Maintenance Officers (5)

Water & Sewer Trainee (1)

Bio Security Officer (1)

Design Engineer (1)

Creditors & Payroll Officer (1)

PCA / Carer (1) Trainee PCA (1)

Roads Maintenance Trainee (1)

Horticulture Trainee (1)

Euston Overseer (1)

Ranger (1)

Mechanic (1)

Project Officer (1)

Administration Officer (1)

Casual Cleaners

Waste Facility Operator (1)

Euston GEO/Town Maintenance (2)

Building Maintenance Officer (1)

Apprentice Mechanic (2)

Stores & Depot Security Officer (1)

Activities Coordinator (1)

Swimming Pool Supervisor (0.2)

Engineering Trainee (1)

Records & IT (1)

Catering Officer (1.4)

Casual Lifeguards

Administration Trainee (0.2)

Housekeeper (1.4)

HE&D Planning Trainee (1)

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Iranald Shire Council — Long Term Financial Plan 2025/2026 to 2035

	Actual 2022	Actual 2023	Estimated 2023/24	Estimated 2024/25	Estimated 2025/26	Estimated 2026/27	Estimated 2027/28	Estimated 2028/29	Estimated 2029/30	Estimated 2030/31	Estimated 2031/32	Estimated 2032/33	Estimated 2033/34	Estimated 2034/3
Income from Continuing Operations														
es and Annual Charges	4,557	5,052	5,613	6,119	5,886	6,063	6,244	6,432	6,625	6,823	7,028	7,239	7,456	7,6
r Charges and Fees	2,191	2,225	2,080	1,448	3,842	3,977	4,116	4,260	4,409	4,563	4,723	4,888	5,059	5,2
er Revenue	361	263	388	880	1,091	1,129	1,168	1,209	1,251	1,295	1,341	1,388	1,436	1,4
nts and Contributions - Operating Purposes	9,612	14,216	9,622	9,221	9,504	9,599	9,695	9,792	9,890	9,989	10,089	10,190	10,291	10,3
rest and Investment Income	119	665	890	1,208	1,580	1,596	1,612	1,628	1,644	1,661	1,677	1,694	1,711	1,7
er Income	104	148	108	506	505	523	541	560	579	600	621	643	665	6
gains from Disposal of Assets			-											
	20,684	22,569	18,701	19,382	22,408	22,886	23,376	23,881	24,399	24,931	25,478	26,041	26,619	27,2
nts and Contributions - Capital Purposes	3,740	2,762	3,940	1,895	3,460	3,495	3,530	3,565	3,600	3,636	3,673	3,710	3,747	3,7
al Income from Continuing Operations	$ 24,424	$ 25,331	$ 22,641	$ 21,277	$ 25,868	$ 26,380	$ 26,906	$ 27,445	$ 27,999	$ 28,568	$ 29,151	$ 29,751	$ 30,366	$ 30,9

				19,382	22,408	
			$	1,071	1,071	Internal Contributions by other funds and accounts
			$	20,453	23,479	Agrees with Operating Revenue in Budget Summary

	Actual 2022	Actual 2023	Estimated 2023/24	Estimated 2024/25	Estimated 2025/26	Estimated 2026/27	Estimated 2027/28	Estimated 2028/29	Estimated 2029/30	Estimated 2030/31	Estimated 2031/32	Estimated 2032/33	Estimated 2033/34	Estimated 2034/3
enses from Continuing Operations														
ployee benefits and on costs	5,432	4,936	7,700	7,777	8,317	8,608	8,909	9,221	9,544	9,878	10,224	10,582	10,952	11,3
terials and Services	3,608	6,763	7,185	6,743	5,180	5,310	5,442	5,578	5,718	5,861	6,007	6,157	6,311	6,4
rowing Costs	119	101	101	77	106	51	30	20	15	10	3	-	-	
reciation included in Operational Exp C/Park	53	53	55	60	6,949	7,018	7,089	7,160	7,231	7,303	7,377	7,450	7,525	7,6
er Expenses	416	424	1,263	603	618	634	649	666	682	699	717	735	753	7
Loss from disposal of assets	36	300		-	-	-	-	-	-	-	-	-	-	-
Share of Interests in Joint Ventures	196	65	100	-	-	-	-	-	-	-	-	-	-	
	9,860	12,642	16,404	15,260	21,170	21,621	22,120	22,645	23,190	23,751	24,327	24,924	25,541	26,1
nce of Depreciation	5,373	5,840	6,103	5,955	-	-	-	-	-	-	-	-	-	
al Expenses from Continuing Operations	$ 15,180	$ 18,482	$ 22,452	$ 21,215	$ 21,170	$ 21,621	$ 22,120	$ 22,645	$ 23,190	$ 23,751	$ 24,327	$ 24,924	$ 25,541	$ 26,1

				15,260	21,170	
			$	1,071	1,071	Internal Contributions by other funds and accounts
			$	16,331	22,241	Agrees with Operating Expenditure in Budget Summary

	Actual 2022	Actual 2023	Estimated 2023/24	Estimated 2024/25	Estimated 2025/26	Estimated 2026/27	Estimated 2027/28	Estimated 2028/29	Estimated 2029/30	Estimated 2030/31	Estimated 2031/32	Estimated 2032/33	Estimated 2033/34	Estimated 2034/3
erating Result from Continuing Operations	5,504	7,857	189	62	4,698	4,759	4,786	4,801	4,809	4,816	4,824	4,827	4,825	4,8

ome Statement by Fund 2025-2026