**Balranald Shire Council's**

# DELIVERY PROGRAM

## 2025 - 2029

**Researched & Written by:**
## Local Logic Place

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# FOREWORD BY THE MAYOR

As the Mayor of Balranald Shire Council, it is with great pride and a deep sense of responsibility that I present the Delivery Program 2025-2029. This document is more than just a plan; it is our commitment to you, the community.

The Delivery Program guides our focus for the first four years of our ten-year Community Strategic Plan, a document many of you gave your time and knowledge to. The Delivery Program presents the delicate balance between your hopes and needs as communities of the Balranald local government area and the resource capacity of Council. We have listened to your voices, understood your aspirations, and have strategically aligned our delivery of services and infrastructure with the cultural and philosophical values that define our communities.

Our Delivery Program is a testament to the resilient and collaborative spirit that drives the residents of the Balranald local government area. It mobilises Council staff and Councillors as advocates for our communities, ensuring that every decision we make echoes the desires and needs of our residents. The Delivery Program underscores our dedication to providing structure and support to our invaluable volunteer groups, whose efforts are vital to our entire population. Volunteers are the lifeblood of our community, and we are committed to empowering them with the resources and guidance they need to continue their incredible work and see them as key partners in our own work.

The Delivery Program also reflects our commitment to transparency and accountability. It allows us to chart a clear course of action, detailing the specific projects, initiatives, and services that we will undertake over the next four years. By clearly outlining our priorities and the steps we will take to achieve them, we aim to foster a sense of trust and confidence within the community. This program is a roadmap that will guide us in addressing the pressing issues of today while preparing for the challenges and great opportunities of tomorrow.

At the heart of this Delivery Program is a focus on sustainability and innovation. We are committed to implementing practices that not only meet the immediate needs of our community but also ensure the long-term health and prosperity of the entire Balranald local government area. This includes investing in green technologies, enhancing our infrastructure, and promoting initiatives that support economic growth and environmental stewardship.

The Delivery Program is a call to action for every member of our community. I encourage each and every one of you to engage actively with this program, to share your thoughts and ideas, and to work together with us in achieving our shared goals. Teamwork is essential in making our great area even greater and I believe that with determination and optimism we will build an even better, brighter future for all residents.

On behalf of all Councillors, I invite you to take this journey with us.

# 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.
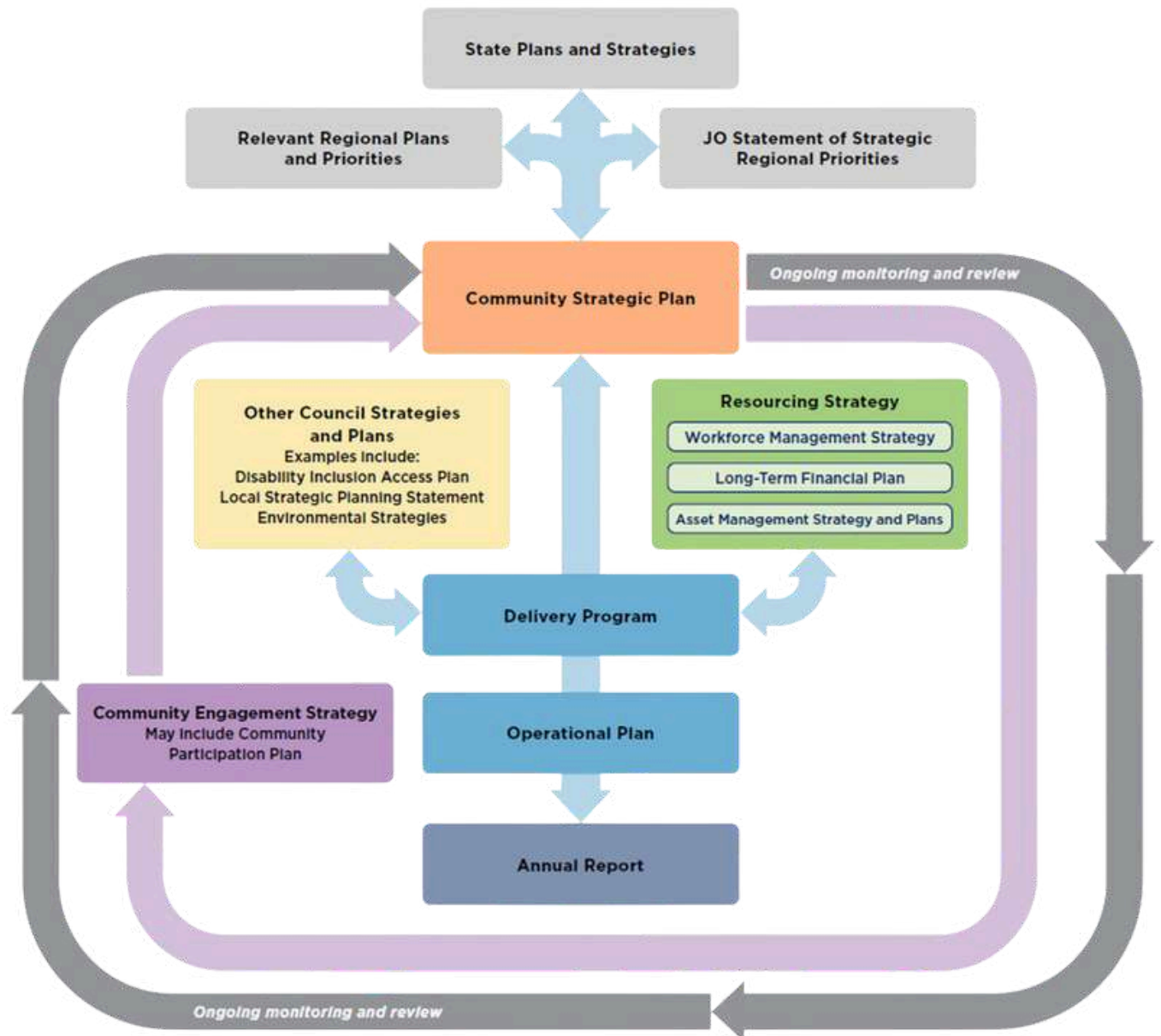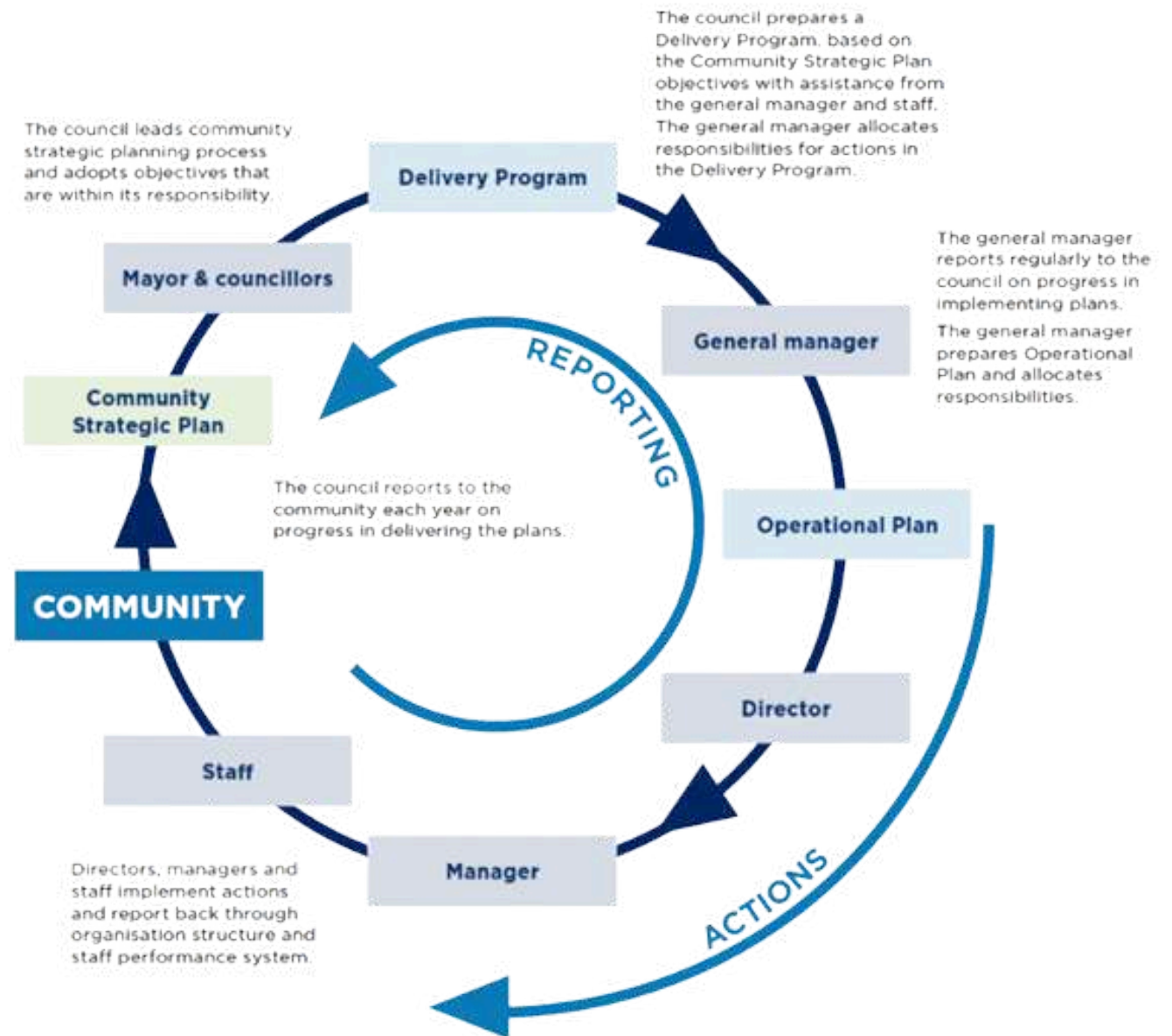
The Delivery Program is a statement of commitment to the community from each newly elected council and translates the community's strategic goals into clear actions. It allows council to determine what is achievable over the next 4 years, what the priorities are, and how programs will be scheduled. Importantly, 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.



The council leads community strategic planning process and adopts objectives that are within its responsibility.

The council prepares a Delivery Program, based on the Community Strategic Plan objectives with assistance from the general manager and staff. The general manager allocates responsibilities for actions in the Delivery Program.

The general manager reports regularly to the council on progress in implementing plans. The general manager prepares Operational Plan and allocates responsibilities.

The council reports to the community each year on progress in delivering the plans.

Directors, managers and staff implement actions and report back through organisation structure and staff performance system.

Delivery Program
Mayor & councillors
Community Strategic Plan
COMMUNITY
General manager
Operational Plan
Director
Manager
Staff
REPORTING
ACTIONS

# 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 R*ecreational / 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

| Strategy 1.1.1 Invest in place-making, streetscape and resident (prospective resident and visitor) amenity improvements (EDS, Action 3.4.2) | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 1.1.1.1 | 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 |
| 1.1.1.2 | 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 |
| 1.1.1.3 | 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 |

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|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 1.1.1.4 | 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 |
| 1.1.1.5 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
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| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 1.1.2.1 | Anderson Park, Euston Create a family friendly, accessible space with amenities including shade, seating and toilets | DGBCS *Community Engagement* DIPS *Facilities Management, Parks & Reserves* | New toilets planned Community engagement to inform Park priorities completed Park development including playground and amenities designed and costed Funding secured Build completed | X | X | | | Proposed cost: $124,275 (inc. installation of new toilets, tidy of existing toilets, new sign boards, plants and project management) Toilet block $85,000 (2025/26) | EPAC Purpose formed Euston family advisory group |
| 1.1.2.2 | 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 |
| 1.1.2.3 | 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 | | | | EPAC GBITAC |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 1.1.2.4 | Bird trail, Balranald repaired and maintained | DIPS *Transport Infrastructure Parks & Reserves* | Asset assessment completed on Bird Trail<br><br>Repair and maintenance budget developed<br><br>Funding secured<br><br>Necessary works completed | X | X | X | | | EPAC GBITAC |
| 1.1.2.5 | 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<br><br>Budget developed Funding secured<br><br>Necessary works completed in a phased approach based on KPA priorities | X | X | X | X | | Kyalite Progress Association |
| 1.1.2.6 | Development of the Euston to Weir Trail | DIPS *Transport Infrastructure, Parks & Reserves* | Community engagement to inform Trail priorities completed<br><br>Trail development including amenities designed and costed<br><br>Funding secured<br><br>Build completed | | X | X | X | | EPAC |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 1.1.2.7 | Explore feasibility and funding streams for wet play areas (Splash Park) in Balranald and Euston (consider replacing pool in Balranald if funding available) | DGBCS *Community Engagement* DIPS *Assets/Facilities Management, Swimming pool* | Community engagement to inform Splash Park priorities completed Splash Park development including amenities designed and costed Funding secured Build(s) completed | X | X | X | X | Balranald swimming pool works $45,000 (2025/26) Pool operating costs – salaries and service (including maintenance, electricity, chemicals) $154,961 (2025/26) | Purpose formed Balranald / Euston family advisory group SCAIWAC EPAC |
| 1.1.2.8 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
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| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 1.1.3.1 | 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 |
| 1.1.3.2 | Lighting ensuring secure pedestrian movement between Bidgee Haven and Market St, Balranald | DIPS *Transport Infrastructure, Streetscape Maintenance* | Comprehensive lighting infrastructure installed | X | | | | | Bidgee Haven residents and staff |
| 1.1.3.3 | Upgrade the Disability Parking Bays in Balranald Township (Market and Myall Streets) 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 |
| 1.1.3.4 | Apply all ability and child friendly / child developmental lens to all municipal playgrounds, consider purpose formed parents' groups to inform decisions | DIPS *Transport Infrastructure* DGBCS *Community Engagement* | Process developed to enable Purpose-Formed Advisory Groups for project specific / short term guidance | X | X | X | X | Upgrade Disability parking signs $7,000 (2025/26) | Advisory Committees as relevant FNAG Local preschools and schools |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 1.1.3.5 | 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 | Upgrade Disability parking signs $7,000 (2025/26) | DIAP Advisory Group SCAIWAC |
| 1.1.3.6 | 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 |
| 1.1.3.7 | 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 Street Repair and maintenance budget developed Funding secured Necessary works completed | X | X | | | | Endeavour Drive residents BBAC SCAIWAC FNAG BALC |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 1.1.3.8 | Develop and maintain a Welcome Pack for newly arrived residents to the Balranald LGA | DGBCS *Community Engagement* | Funding secured<br><br>Welcome Pack researched and developed<br><br>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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 1.1.4.1 | 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 |
| 1.1.4.2 | 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 1.1.4.3 | 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 |
| 1.1.4.4 | 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 Reduction in falls occurring on Council owned / maintained surfaces | X | X | X | X | | BBAC EPAC GBITAC SCAIWAC |
| 1.1.4.5 | 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 1.1.4.6 | 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) | |
| 1.1.4.7 | 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 | | |
| 1.1.4.8 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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 | 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 |
| 1.2.1.2 | 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 |
| 1.2.1.3 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 1.2.2.1 | 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 |
| 1.2.2.2 | 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* | Funding secured DMP priority areas implemented as possible | | X | X | | | Oz Music Festivals Destination NSW EPAC GBITAC |
| 1.2.2.3 | Continue to support the Australia Day celebration, recognising and embracing our diverse communities | DGBCS *Community Engagement* | Funding secured DMP priority areas implemented as possible | X | X | X | X | Australia Day Grant $10,000 (2025/26) | Australia Day Committee All Advisory Committees National Australia Day Council (NADC) |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 1.2.2.4 | 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 |
| 1.2.2.5 | Support and encourage the attraction of major events to the Balranald LGA for locals to enjoy and to encourage visitors to the region | DGBCS Economic Development DIPS *Facilities Management, Asset Management, Parks & Reserves* | ?? events / performances attracted annually | X | X | X | X | | GBITAC EPAC Destination Riverina Murray South West Arts |

# 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 BSC Dept./ Position | 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 |
| 1.3.1.2 | 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 |
| 1.3.1.3 | Continue to support service networking opportunities such as the Annual SCAIWAC / Maari Ma 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 BSC Dept./ Position | 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 |
| 1.3.2.2 | 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 |
| 1.3.2.3 | 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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 | 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 |
| 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 | GM Councillors DIPS Asset Management, Strategic Land Use Planning DGBCS Economic Development, Community Engagement | Consult with community Determine suitable venue (current proposal for Recreation Reserve Hall) Seek quote for design and build Funding secured | X | X | | | Cost TBD (2025/26) | EPAC Current GP Local State and Federal members WNSWPHN Rural Doctors Network 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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 | GM Councillors DGBCS *Economic Development, Community Services* | Assessment of gaps undertaken to determine gaps which might be amenable to Council provision<br><br>Possible Council provided services gaps are further researched<br><br>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 |
| 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 | 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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. Explore a transition plan which returns Bidgee Haven ownership to the community | DGBCS *Community Services, Community Engagement* | 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) Additional furniture, fittings, plant, equipment $16,000 (2025/26) | Bidgee Haven Committee AWACFAC Australian Department of Health and Aged Care |
| 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 | 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 |
| 1.3.3.5 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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 | 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 |
| 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 | DGBCS *Community Engagement* | Determine funding available for a volunteer week activity / support Develop a list of possible activities / supports Each year conduct an online voting process enabling volunteer groups to select preferred activity / support | X | X | X | X | | Advisory Committees Local volunteer organisations Department of Communities and Justice |
| 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) | 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

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

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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 | 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 |
| 1.4.1.2 | 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 |
| 1.4.1.3 | 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 | 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.

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.

## 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 2.1.1.1 | 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 (incl. 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 2.1.1.2 | 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 (incl. 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 2.1.2.1 | Through the Volunteer Coordinator research volunteer mentoring models for children and youth | DGBCS *Economic Development (incl. 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 2.1.2.2 | 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 (incl. Tourism), Community Engagement*<br><br>DIPS *Asset Management, Streetscape Maintenance, Natural resource management* | Identify simple, no-cost volunteering opportunities for school students<br>Work with schools to develop processes / policies to enable student participation<br>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 |
| 2.1.2.3 | 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<br>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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 2.1.3.1 | 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 (incl. 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 |
| 2.1.3.2 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 2.1.4.1 | Continue to support the Australia Day celebration, recognising and embracing our diverse communities (from Strategy1.2.2) | DGBCS *Community Engagement* | Annual Australia Day celebration is delivered across LGA communities | X | X | X | X | | Australia Day Committee National Australia Day Council (NADC) |
| 2.1.4.2 | 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

**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

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 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 |
| 2.2.1.2 | 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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 | 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 |
| 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) | DGBCS *Library Services, Community Services Community Engagement* DIPS *Strategic Land Use Planning, Public & Council Buildings, Swimming Pool, Parks & Reserves, Asset Management* | Design a simple child and youth friendly Council survey about Council's public spaces Implement every 2 years Document data trends, monitor and improve as needed | X | X | X | X | Library equipment and books $19,000 (2025/25) | SCAIWAC BBAC EPAC Local schools / preschools Parent bodies Department of Communities and Justice |
| 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 | 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 | In-kind – SCAIWAC / SCAIWAC Project Officer (ORG funding) | 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 BSC Dept./ Position | 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 LGA Health and Wellbeing profile further explore our early years data. Develop a baseline and clear improvement targets | DGBCS *Library Services, Community Services Community Engagement* | Refine WNSWPHNs LGA Health and Wellbeing profile with locally available Early Years data Select 3-4 key indicators to 'track' at the various data release periods to determine change | X | X | X | X | | MaariMa Balranald MPS RDHS / MVAC 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 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 BSC Dept./ Position | 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 (incl. 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 |
| 2.2.3.2 | Work with Early Childhood Education and Care Services, Early Years Managers, local schools and Departments of Education to facilitate levers for workforce development and recruitment (including housing and amenity features) | DGBCS *Community Engagement* DIPS *Strategic Land Use Planning, Facilities Management, Asset Management,* | Building on Action 2.2.3.1 (above) Partner and advocate to remedy shortages Consider grow your own workforce models Document successful recruitments (into either employment of pathways trainings) | X | X | X | X | | Live Better Euston Preschool Balranald Early Learning Centre Workforce Australia Australian & NSW Departments of Education Catholic Diocese Tertiary education providers (RTOs, TAFE, Universities, CUC) |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 2.2.3.3 | 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 (incl. 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  Nurture 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 2.3.1.1 | 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 2.3.1.2 | Develop a DIAP Implementation Plan, setting priority actions by years and resourcing requirements | DGBCS *Community Services Community Engagement* | DIAP Implementation Plan developed | | X | | | | SCAIWAC Department of Communities and Justice |
| 2.3.1.3 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 2.3.2.1 | 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 Services Community Engagement* | Child Safe Organisation program implemented Community celebration delivered | | | X | | | Office of the Children's Guardian Local schools and preschools Balranald Library SCAIWAC |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 2.3.2.2 | 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 |
| 2.3.2.3 | Create community friendly, accessible infographic to support broad community understanding of the need for and importance of safety, inclusion and participation for all | 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 |
| 2.3.2.4 | 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 |
| 2.3.2.5 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 2.4.1.1 | 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 Maari Ma MVAC SCAIWAC EPAC |
| 2.4.1.2 | Develop a RAP Implementation Plan, setting priority actions by years and resourcing requirements | GM Councillors DGBCS *Community Engagement.* | RAP Implementation developed Year 1 priorities commence delivery | | | X | | | Closing the Gap BALC MVAC SCAIWAC EPAC |
| 2.4.1.3 | 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 BSC Dept./ Position | 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* | Framework developed FNAG established FNAG meeting regularly with secretariat support | | | | X | | Reconciliation Australia Dept of Communities and Justice BALC MVAC SCAIWAC EPAC |

| | | | | Delivery Years | | | | | |
|---|---|---|---|---|---|---|---|---|---|

**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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 2.4.3.1 | 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 (incl. Tourism)* | Framework developed FNAG established FNAG meeting regularly with secretariat support | | | 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) |
| 2.4.3.2 | 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 (incl. Tourism)* | Framework developed FNAG established FNAG meeting regularly with secretariat support | | | | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 2.4.4.1 | 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 (incl. 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 | Local historical and arts groups, identified community members who are 'knowledge holders' Department of Climate Change, Energy, the Environment and Water |
| 2.4.4.2 | Research and develop a First Nations Cultural Trail spanning the LGA | DIPS *Heritage Matters, Native Title* DGBCS *Economic Development (incl. 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 2.4.5.1 | 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 (incl. Tourism)* | Increase in number of First Nations owned and operated tours to Mungo | | | X | X | Explore new funding streams such as First Nations Tourism Mentoring Program | 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 |
| 2.4.5.2 | 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 (incl. Tourism)* | Project Plan developed Stage 1 funding secured for feasibility study\n\nProgress to Stage 2 if feasibility study confirms viability | | X | X | | Explore new funding streams such as First Nations Tourism Mentoring Program | 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 |

## 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.

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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 BSC Dept./ Position | 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 (incl. 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 (incl. 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 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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 (incl. 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 | TThe 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 (incl. 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.1.3.1 | 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 (incl. 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 |
| 3.1.3.2 | Include Factsheet in any economic prospectus development (Strategy 3.3.2) | DGBCS *Economic Development (incl. 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.1.3.3 | Understand industry supply chain needs and opportunities and collaborate with businesses to help support a diverse and growing local / regional economy | DGBCS *Economic Development (incl. 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 |
| 3.1.3.4 | Undertake a business retention and expansion study to support local businesses to capitalise on opportunities for growth | DGBCS *Economic Development (incl. 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 agriculture, horticulture, pastoral, livestock and aquaculture industries are protected (EDS, Objective 1.2)

| Strategy 3.2.1  Manage residential encroachment onto agricultural / horticultural land (EDS, Action 1.2.1) | | | | | | | | |
|---|---|---|---|---|---|---|---|---|

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.2.1.1 | The enduring value of our engine industries (including agriculture, tourism, service sector) is understood and protected | DGBCS *Economic Development (incl. Tourism)* DIPS *Strategic Land Use Planning* | Funding secured to undertake study Business retention and expansion study completed Findings shared with local businesses in accessible / translatable ways | X | X | X | X | | RDA Department of Primary Industries and Regional Development Regional NSW |
| 3.2.1.2 | 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 (incl. 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.2.2.1 | Council is aware of the impact of emerging industries encroachment onto agricultural / horticultural land (including the riskof 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 |
| 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. 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 |
| 3.2.2.3 | 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 |

**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)

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.2.3.1 | 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<br>Councillors<br>DIPS<br>*Natural Resource Management*<br>DGBCS<br>*Economic Development* | Attendance at EWAG meetings<br>Collection of statistics to inform volume of water bought and returned to LGA | X | X | X | X | | Murray Darling Association<br>Federal and State members<br>EWAG<br>Restoring our Rivers<br>DCCEEW |
| 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 | GM<br>Councillors<br>DIPS<br>*Natural Resource Management*<br>DGBCS<br>*Economic Development* | Continue informed advocacy regarding the return of water to the LGA | X | X | X | X | | Murray Darling Association<br>Federal and State members<br>Restoring our Rivers<br>DCCEEW |
| 3.2.3.3 | Apply to the NSW Sustainable Communities Program Early Investment Round to reduce possible impacts of the Water Buy Back | GM<br>Councillors<br>DGBCS<br>*Economic Development* | Application submitted<br>Application successful<br>Plan for project delivery developed | X | X | X | X | Grant funds (if application is successful) | NSW Government |

## 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 Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.3.1.1 | 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 |
| 3.3.1.2 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.3.2.1 | Seek funding to undertake a comprehensive and highly informed Business Prospectus for the LGA, towns and villages. Ensure local knowledge is integrated with national / international expertise and best practice | DGBCS *Economic Development* DIPS *Strategic Land Use Planning, Development Control* | 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 |
| 3.3.2.2 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.3.3.1 | 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) |
| 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) | 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 |
| 3.3.3.3 | 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 Requests for support / follow-up advice are catalogued Following first year of operation user evaluation survey administered | X | X | X | X | | RDA Murray RDA Far West (including newly recruited position) Regional NSW 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.3.4.1 | 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) |
| 3.3.4.2 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.3.5.1 | 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) |
| 3.3.5.2 | 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 Emerging 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.4.1.1 | 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 Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.4.2.1 | 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years 25/26 | Delivery Years 26/27 | Delivery Years 27/28 | Delivery Years 28/29 | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| 3.4.2.2 | 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 |
| 3.4.2.3 | 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 |
| 3.4.2.4 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.4.3.1 | 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 |
| 3.4.3.2 | 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 |
| 3.4.3.3 | 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.4.3.4 | 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* | Funding sourced Stage 1 delivered (Initial Upgrades) Stage 2 delivered (Infrastructure Upgrades) Stage 3 delivered (Long term development & Revenue Generation) | | X | | | | Planning NSW (Regional Housing) NSW Planning Portal |
| 3.4.3.5 | 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 Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.4.4.1 | 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.4.4.2 | 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 |
| 3.4.4.3 | 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 |
| 3.4.4.4 | 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 |
| 3.4.4.5 | Upgrade of the Southern Cross Exhibition Building including Air-conditioning. Explore with the Southern Cross committee ownership models for this exhibition longer term. | DIPS 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.5.1.1 | 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 (incl. 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 |
| 3.5.1.2 | 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 (incl. 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 |
| 3.5.1.3 | Promote and deliver training schedule (alignment to Strategy 3.1.2 | DGBCS *Economic Development (incl. 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 |

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**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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.5.2.1 | 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 |
| 3.5.2.2 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.5.3.1 | Council continues to participate as a key stakeholder in cross-border groups and discussions | GM Councillors DGBCS *Economic Development, Human Resources* | Attendance at relevant cross border / TriState meetings and conferences | X | X | X | X | | Cross Border Commissioners TriState Workforce Movement Swan Hill & Surrounds Housing Strategy |
| 3.5.3.2 | Council joins advocacy for a National accreditation and licencing system for key industries | GM Councillors DGBCS *Economic Development, Human Resources* | 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.)

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.6.1.1 | 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 |
| 3.6.1.2 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 3.6.2.1 | Understand and connect with the DAMA initiative | DGBCS *Economic Development* | Connect to DAMA through RDA Murray Identify any workforce alignments / possibilities | | | X | X | | RDA Skilled Migration and Designated Area Migration Agreement |
| 3.6.2.2 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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) | 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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 | DGBCS *Economic Development* | Increased number of locals employed in mining | X | X | X | X | | Emerging industries |

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.

This Pillar directs the timely, sustainable and well-planned development and maintenance of fit for purpose community infrastructure – including roads, footpaths, utilities (including 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.

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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 4.1.1.1 | 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 |
| 4.1.1.2 | 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 | |

**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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 4.1.2.1 | 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 |
| 4.1.2.2 | 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 | 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 |

**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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 4.1.3.1 | 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, Water Treatment Plants, Natural Resource Management, Swimming Pool* | IWCMS developed Implementation Plan developed; Implementation commences | X | X | X | X | Footpaths Maintenance Balranald $20,000 (2025/26) Footpaths Maintenance Euston $7,500 (2025/26) | Department of Planning and Environment NSW Health Planning NSW WaterNSW Environmental Protection Authority |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 4.1.3.2 | 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* DGBCS *Economic Development* | 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 |
| 4.1.3.3 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 4.1.4.1 | 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 4.1.4.2 | Increase awareness raising regarding emergency service systems, for example Emergency Plus app "What 3 words" – this is an official app used by all emergency services across Australia that enables pinpoint mapping | DIPS *Emergency Management, Natural Disaster Response* | Emergency Plus app promotion program Uptake amongst residents of the Emergency Plus app monitored annually | | X | X | X | | LEMAC Regional Development and Delivery |

## 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 4.2.1.1 | 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years 25/26 | 26/27 | 27/28 | 28/29 | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| 4.2.1.2 | 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 |
| 4.2.1.3 | 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 |
| 4.2.1.4 | Implement Housing Strategy recommendations to ensure a high quality, to scale provision of essential worker housing across all communities for Balranald Shire Council Staff (parallel to Strategy 1.3.3) and essential workers identified through workforce gap analysis | DIPS *Strategic Land Use Planning, Development Control, Asset Management* DGBCS *Economic Development, Human Resources* | Project Plan developed Funding secured A proportion of all new and re-purposed housing is available for harder to recruit Council roles and other essential workers | X | X | | | | Planning NSW Housing Delivery Authority GBITAC EPAC |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 4.2.1.5 | 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 |
| 4.2.1.6 | 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 *Economic Development* | 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 |

**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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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) | 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 Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 4.2.2.2 | 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 |
| 4.2.2.3 | Create a Housing Application 'buddy' within Council to support residents seeking to undertake this process | DIPS *Development Control* | Project Plan developed Funding secured | | | | X | | Planning NSW Housing Delivery Authority GBITAC EPAC |

**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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 4.2.3.1 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 4.3.1.1 | 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* | undertake required assessments and community engagement regarding a Balranald town truck-bypass | | X | X | | | Planning NSW Housing Delivery Authority GBITAC EPAC Community Crown lands The Department of Infrastructure, Transport, Regional Development, Communications and the Arts |
| 4.3.1.2 | 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 4.3.1.3 | 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<br><br>DIPS<br>*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<br>Local Traffic Committee Community<br>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 BSC Dept./ Position | Target/ Measure | 25/26 | 26/27 | 27/28 | 28/29 | Current Efforts | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| 4.3.2.1 | Council to network with peer LGAs to fully understand the scale of industry co-contributions regarding local road use | GM Councillors<br><br>DIPS<br>*Transport Infrastructure*<br><br>DGBCS<br>*Economic Development* | Understad scale of industry contributions of local road infrastructure Seek parity between LGAs, between like industries and between specific companies | X | X | X | X | | Wentworth Shire Hay Shire Murray River Council Joint Organisations 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 4.3.3.1 | 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 |
| 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 | 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) |
| 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) | GM Councillors DIPS *Emergency Management, Natural Disaster Response* DGBCS *Community Engagement* | 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 |

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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.

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.

## Objective 5.1 Our amenity infrastructure enables active, inclusive, enjoyable, sustainable and safe lifestyles

**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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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 | DIPS *Strategic Land Use Planning* DGBCS *Community Engagement, Economic Development (incl. Tourism)* | Summary document of community aspirations developed Summary used to guide and inform development decisions | X | X | X | X | | Department of Planning |
| 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 | 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 5.1.1.3 | 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 |
| 5.1.1.4 | Council implements a comprehensive Weed Management strategy which works in collaboration with landholders and industry to both control weeds and manage any chemical drift and residue impacts | DIPS *Parks & Reserves, Vehicles and Plant, Natural Resource Management, Crown Lands* | Weed Management Strategy researched and developed with key local knowledge Implementation Plan developed Reduction in noxious weeds reports | | X | X | X | Noxious Weed Control including Biosecurity Officer and programs $140,000 (2025/26) | NSW Weeds Action Program NSW Invasive Species Plan NSW Biosecurity Strategy Local Land Services |

**Strategy 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)

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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 | 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 |
| 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 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 5.1.3.1 | 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 *Community Engagement, Economic Development* | 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 | $400,000 Sports Grounds maintenance and electricity $77,200 (2025/26) | 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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 | 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 Balranald Shire entry points Increase in visitations to Yanga wetlands | X | | | | | Willandra Lakes Region Aboriginal Advisory Group Three Traditional Tribal Groups (3TTG) NPWS Department of Climate Change, Energy, the Environment and Water (DCCEEW |

## 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 BSC Dept./ Position | 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 |

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| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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 application across their services and assets | 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 Measure and report Council's reductions in energy use (per kW) | | X | X | X | | The Climate Change Authority Department of Climate Change, Energy, the Environment and Water Department of Agriculture, Fisheries and Forestry 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 5.2.1.5 | 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 |
| 5.2.1.6 | 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 |
| 5.2.1.7 | 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 Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 5.2.2.1 | 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 |
| 5.2.2.2 | 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 |
| 5.2.2.3 | Council increases awareness of and encourages the uptake of renewable energy sources | DIPS *Strategic Land Use Planning* DGBCS *Community Engagement,* | Number of homes / businesses with solar power | | X | X | | | Office of Energy and Climate Change NSW Climate and Energy Action |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years 25/26 | Delivery Years 26/27 | Delivery Years 27/28 | Delivery Years 28/29 | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| 5.2.2.4 | 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 |
| 5.2.2.5 | 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 | | |
| 5.2.2.6 | 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 | | | X | X | | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 5.2.3.1 | 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 Increased use of by-product and recycled materials | | | X | X | | Office of Energy and Climate Change NSW Climate and Energy Action Circular Economy Ministerial Advisory Group – DCCEEW CSIRO |
| 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) | 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 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 5.2.4.1 | 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-councils/ |
| 5.2.4.2 | A recycling / repurposing model is implemented at the Euston and Balranald Landfills through a local tendering process | DIPS *Waste Management* | 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 | | |

## 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 6.1.1.1 | 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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) | 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 |
| 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, proactivity and performance is monitored and rewarded | GM ELT Councillors | Anonymous staff feedback platform implemented and monitored Continue cultural change journey commenced by previous leadership TEAM Balranald Shire (Together Everyone Achieves More | X | X | X | X | | Office of Local Government NSW Local Government NSW |

**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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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 | 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 |
| 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 | 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 |
| 6.1.2.3 | 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 | $100,000 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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 (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 |
| 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) | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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 | GM Councillors | All Councillors have received essential / 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 | X | X | X | X | Councillor laptops are purchased $35,000 (2025/26) | Office of Local Government NSW Local Government Act Local Government NSW Australian Institute of Company Directors (AICD) The Australian Centre of Excellence for Local Government (ACELG) |
| 6.2.1.2 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 6.2.2.1 | 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 |
| 6.2.2.2 | Through the Community Engagement Plan Council offers multiple mechanisms to hear from its communities | GM DGBCS *Economic Development, Community Engagement Councillors* | Waste Management Strategy developed | X | X | X | X | | Community |
| 6.2.2.3 | Council adheres to the IAP[2] (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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 6.2.2.4 | 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 |
| 6.2.2.5 | 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)

**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)

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 6.3.1.1 | Council research and present Community Foundation models including those implemented by like communities and LGAs | GM Councillors DGBCS *Economic Development, Community Engagement* | Research completed to determine 2-3 preferred Community Foundation models Council in partnership with key community groups review models and select preferred model | X | X | X | X | | Peer LGAs Community Advisory Committee Balranald Inc Foundations Australia (CFAus) Community Grants Hub |
| 6.3.1.2 | 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 | | Peer LGAs Community Advisory Committee Balranald Inc 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 BSC Dept./ Position | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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 | 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 6.3.4.1 | 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 |

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 6.3.4.2 | 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 All won grants are acquitted on time and within budget | X | X | X | X | | Office of Local Government NSW Funding bodies |
| 6.3.4.3 | 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**  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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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 | 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 |
| 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. | GM DIPS DGBCS | Each of Council's advocacy briefs and priority areas are reviewed for partnership / network alignment Advocacy briefs are shared with aligned partners / networks | X | X | X | X | | RDA Joint Organisations Peer LGAs Local State and Federal Members 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 BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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. 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 |
| 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 | 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 6.4.3** 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)

| Action Code | Action as an outcome | Responsible BSC Dept./ Position | Target/ Measure | Delivery Years | | | | Current Efforts (expenditure/projects) | Delivery Partners/ Stakeholder Links |
|---|---|---|---|---|---|---|---|---|---|
| | | | | 25/26 | 26/27 | 27/28 | 28/29 | | |
| 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 | GM Councillors DGBCS *Economic Development, Community Engagement, Community Services* 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 |
| 6.4.3.2 | 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 |
| 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 | 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 |