



AGENDA

Ordinary Council Meeting Tuesday, 16 December 2025

Date: Tuesday, 16 December 2025

Time: 5pm

Location: Council Chambers, Market Street Balranald

**Terry Dodds PSM
Chief Executive Officer**

BALRANALD SHIRE COUNCIL

AGENDA

In Case of an emergency, for example a fire, please evacuate the building following the direction of the Administrator. The order to evacuate may be signified by a council officer or myself. Please proceed to the assembly area (in front of police station) or in the car park across the road. An instruction to evacuate to an area should be followed without delay to assist Council in ensuring the Health and Safety of all staff and visitors.

LIVE STREAMING OF COUNCIL MEETINGS PLEASE NOTE:

This Council meeting is being streamed live, recorded, and broadcast online. To those present in the gallery today, by attending or participating in this public meeting you are consenting to your image, voice and comments being recorded and published. The Mayor and/or Chief Executive Officer have the authority to pause or terminate the stream if comments or debate are considered defamatory or otherwise inappropriate for publishing. Attendees are advised that they may be subject to legal action if they engage in unlawful behaviour or commentary.

OUR VISION

To create a better, more vibrant, more resilient and more engaged community, by capitalising upon its human, cultural, environmental and business assets and encouraging a strong sense of civic participation and pride.

OUR MISSION

“Committed to Balranald Shire, Providing for our People, Protecting our Heritage, and Planning for our Future.”

OUR VALUES

Honesty:	We will be transparent, frank and truthful to ourselves, each other and with other people we deal with.
Respect:	We will treat others as we want to be treated ourselves, we will be tolerant of each other and accept that people have different opinions.
Enjoyment:	We will create a pleasant and enjoyable working environment with satisfying jobs.
Teamwork:	We will cooperate and support each other to achieve common goals.
Openness:	We will collaborate openly and provide opportunities to communicate and network regularly with each other.
Leadership:	We will provide a clear strategy and direction and support all to achieve organisational and community goals.
Customer Focus:	We will constantly strive to be responsive to our customers' needs and preferences by providing high quality services.

Notice is hereby given that an Ordinary Meeting of Council will be held in the Council Chambers, Market Street Balranald on:
Tuesday, 16 December 2025 at 5pm

Order Of Business

1	Opening of Meeting	5
2	PRAYER & Acknowledgement of country	8
3	Apologies	8
4	Confirmation of Minutes.....	9
4.1	MINUTES OF THE ORDINARY COUNCIL MEETING HELD ON TUESDAY, 18 NOVEMBER 2025.....	9
5	Disclosure of Interest	24
6	Mayoral/Councillor Report	25
6.1	MAYORAL REPORT - DECEMBER 2025.....	25
7	Committee Reports.....	26
7.1	TOURISM & ECONOMIC DEVELOPMENT ADVISORY COMMITTEE HELD ON WEDNESDAY 19 NOVEMBER 2025.....	26
7.2	EUSTON PROGRESSIVE ADVISORY COMMITTEE - MONDAY 27 OCTOBER 2025	27
8	Notice of Motion.....	31
8.1	NOTICE OF MOTION - SENIOR CITIZENS KIOSK.....	31
8.2	NOTICE OF MOTION - BALRANALD FOOTBALL OVAL WITH A LED MATRIX SCOREBOARD	32
8.3	NOTICE OF MOTION - FLYING HIGH ARTS FESTIVAL 2026.....	33
9	Notice of Rescission.....	34
	CHIEF EXECUTIVE OFFICERS Reports (incorporating all staff reports)	35
	Part A – Items Requiring Decision.....	35
10	Chief Executive Officer's Reports.....	35
10.1	REMUNERATION TRIBUNAL.....	35
10.2	ADOPTION OF MODEL CODE OF MEETING PRACTICE	61
10.3	RENEWED PARLIAMENTARY INQUIRY INTO LOCAL GOVERNMENT SUSTAINABILITY	105
10.4	CONSIDERATION OF THE IMPACT TO WATER USERS IN BALRANALD RESULTING FROM RECENT RESERVOIR REFURBISHMENT.....	137
10.5	DA 11/2026 - FENCING - VARIATION TO COUNCIL POLICY - 23 MOA STREET BALRANALD.....	141
10.6	DRAFT BALRANALD SHIRE ECONOMIC DEVELOPMENT STRATEGY 2025-2030.....	145
10.7	DRAFT BALRANALD SHIRE COUNCIL DESTINATION MANAGEMENT PLAN 2026-2031.....	147
10.8	OFFICE ACCOMMODATION ALTERNATIVE.....	149

Part B – Items for Information.....	152
11 Chief Executive Officer's Reports.....	152
11.1 AUSTRALIA DAY AWARDS	152
11.2 REPORT OF FINANCIAL INFORMATION	154
11.3 MONTHLY INVESTMENTS REPORT	162
11.4 OUTSTANDING RATES AND USAGE CHARGES AS AT 30 NOVEMBER 2025.....	169
11.5 OUTSTANDING DEBTORS AS AT 30 NOVEMBER 2025	171
11.6 GRANT FUNDED PROJECTS STATUS UPDATE	173
11.7 ACTIVITIES UNDERTAKEN WITHIN THE PLANNING DEPARTMENT	196
11.8 INFRASTRUCTURE UPDATE FOR NOVEMBER 2025.....	197
11.9 MEETINGS ATTENDED BY THE MAYOR, THE CHIEF EXECUTIVE OFFICER AND THE EXECUTIVE TEAM	210
11.10 OUTSTANDING ACTIONS	214
11.11 CIRCULARS FROM THE OFFICE OF LOCAL GOVERNMENT	222
11.12 CORRESPONDENCE.....	223
5 Questions on Notice	227
28.1 OCTOBER INVESTMENT REPORT	227
6 Confidential Matters	228
29.1 TENDER VP486134 BIDGEE HAVEN RETIREMENT HOSTEL REDEVELOPMENT	228
7 Closure of Meeting.....	228

1 OPENING OF MEETING

CHAPTER 3. PRINCIPLES FOR LOCAL GOVERNMENT

8 OBJECT OF PRINCIPLES

THE OBJECT OF THE PRINCIPLES FOR COUNCILS SET OUT IN THIS CHAPTER IS TO PROVIDE GUIDANCE TO ENABLE COUNCILS TO CARRY OUT THEIR FUNCTIONS IN A WAY THAT FACILITATES LOCAL COMMUNITIES THAT ARE STRONG, HEALTHY AND PROSPEROUS.

8A GUIDING PRINCIPLES FOR COUNCILS

(1) EXERCISE OF FUNCTIONS GENERALLY.

THE FOLLOWING GENERAL PRINCIPLES APPLY TO THE EXERCISE OF FUNCTIONS BY COUNCILS--

- (A) COUNCILS SHOULD PROVIDE STRONG AND EFFECTIVE REPRESENTATION, LEADERSHIP, PLANNING AND DECISION-MAKING.
 - (B) COUNCILS SHOULD CARRY OUT FUNCTIONS IN A WAY THAT PROVIDES THE BEST POSSIBLE VALUE FOR RESIDENTS AND RATEPAYERS.
 - (C) COUNCILS SHOULD PLAN STRATEGICALLY, USING THE INTEGRATED PLANNING AND REPORTING FRAMEWORK, FOR THE PROVISION OF EFFECTIVE AND EFFICIENT SERVICES AND REGULATION TO MEET THE DIVERSE NEEDS OF THE LOCAL COMMUNITY.
 - (D) COUNCILS SHOULD APPLY THE INTEGRATED PLANNING AND REPORTING FRAMEWORK IN CARRYING OUT THEIR FUNCTIONS SO AS TO ACHIEVE DESIRED OUTCOMES AND CONTINUOUS IMPROVEMENTS.
 - (E) COUNCILS SHOULD WORK CO-OPERATIVELY WITH OTHER COUNCILS AND THE STATE GOVERNMENT TO ACHIEVE DESIRED OUTCOMES FOR THE LOCAL COMMUNITY.
 - (F) COUNCILS SHOULD MANAGE LANDS AND OTHER ASSETS SO THAT CURRENT AND FUTURE LOCAL COMMUNITY NEEDS CAN BE MET IN AN AFFORDABLE WAY.
 - (G) COUNCILS SHOULD WORK WITH OTHERS TO SECURE APPROPRIATE SERVICES FOR LOCAL COMMUNITY NEEDS.
 - (H) COUNCILS SHOULD ACT FAIRLY, ETHICALLY AND WITHOUT BIAS IN THE INTERESTS OF THE LOCAL COMMUNITY.
 - (I) COUNCILS SHOULD BE RESPONSIBLE EMPLOYERS AND PROVIDE A CONSULTATIVE AND SUPPORTIVE WORKING ENVIRONMENT FOR STAFF.
- (2) DECISION-MAKING THE FOLLOWING PRINCIPLES APPLY TO DECISION-MAKING BY COUNCILS (SUBJECT TO ANY OTHER APPLICABLE LAW)--
- (A) COUNCILS SHOULD RECOGNISE DIVERSE LOCAL COMMUNITY NEEDS AND INTERESTS.
 - (B) COUNCILS SHOULD CONSIDER SOCIAL JUSTICE PRINCIPLES.
 - (C) COUNCILS SHOULD CONSIDER THE LONG TERM AND CUMULATIVE EFFECTS OF ACTIONS ON FUTURE GENERATIONS.
 - (D) COUNCILS SHOULD CONSIDER THE PRINCIPLES OF ECOLOGICALLY SUSTAINABLE DEVELOPMENT.

- (E) COUNCIL DECISION-MAKING SHOULD BE TRANSPARENT AND DECISION-MAKERS ARE TO BE ACCOUNTABLE FOR DECISIONS AND OMISSIONS.
- (3) COMMUNITY PARTICIPATION COUNCILS SHOULD ACTIVELY ENGAGE WITH THEIR LOCAL COMMUNITIES, THROUGH THE USE OF THE INTEGRATED PLANNING AND REPORTING FRAMEWORK AND OTHER MEASURES.

PRINCIPLES OF SOUND FINANCIAL MANAGEMENT*8B PRINCIPLES OF SOUND FINANCIAL MANAGEMENT*

THE FOLLOWING PRINCIPLES OF SOUND FINANCIAL MANAGEMENT APPLY TO COUNCILS:

- (A) COUNCIL SPENDING SHOULD BE RESPONSIBLE AND SUSTAINABLE, ALIGNING GENERAL REVENUE AND EXPENSES.
- (B) COUNCILS SHOULD INVEST IN RESPONSIBLE AND SUSTAINABLE INFRASTRUCTURE FOR THE BENEFIT OF THE LOCAL COMMUNITY.
- (C) COUNCILS SHOULD HAVE EFFECTIVE FINANCIAL AND ASSET MANAGEMENT, INCLUDING SOUND POLICIES AND PROCESSES FOR THE FOLLOWING--
 - (I) PERFORMANCE MANAGEMENT AND REPORTING,
 - (II) ASSET MAINTENANCE AND ENHANCEMENT,
 - (III) FUNDING DECISIONS,
 - (IV) RISK MANAGEMENT PRACTICES.
- (D) COUNCILS SHOULD HAVE REGARD TO ACHIEVING INTERGENERATIONAL EQUITY, INCLUDING ENSURING THE FOLLOWING--
 - (I) POLICY DECISIONS ARE MADE AFTER CONSIDERING THEIR FINANCIAL EFFECTS ON FUTURE GENERATIONS,
 - (II) THE CURRENT GENERATION FUNDS THE COST OF ITS SERVICES.

INTEGRATED PLANNING AND REPORTING PRINCIPLES THAT APPLY TO COUNCILS*8C INTEGRATED PLANNING AND REPORTING PRINCIPLES THAT APPLY TO COUNCILS*

THE FOLLOWING PRINCIPLES FOR STRATEGIC PLANNING APPLY TO THE DEVELOPMENT OF THE INTEGRATED PLANNING AND REPORTING FRAMEWORK BY COUNCILS:

- (A) COUNCILS SHOULD IDENTIFY AND PRIORITISE KEY LOCAL COMMUNITY NEEDS AND ASPIRATIONS AND CONSIDER REGIONAL PRIORITIES.
- (B) COUNCILS SHOULD IDENTIFY STRATEGIC GOALS TO MEET THOSE NEEDS AND ASPIRATIONS.
- (C) COUNCILS SHOULD DEVELOP ACTIVITIES, AND PRIORITISE ACTIONS, TO WORK TOWARDS THE STRATEGIC GOALS.
- (D) COUNCILS SHOULD ENSURE THAT THE STRATEGIC GOALS AND ACTIVITIES TO WORK TOWARDS THEM MAY BE ACHIEVED WITHIN COUNCIL RESOURCES.
- (E) COUNCILS SHOULD REGULARLY REVIEW AND EVALUATE PROGRESS TOWARDS ACHIEVING STRATEGIC GOALS.
- (F) COUNCILS SHOULD MAINTAIN AN INTEGRATED APPROACH TO PLANNING, DELIVERING, MONITORING AND REPORTING ON STRATEGIC GOALS.
- (G) COUNCILS SHOULD COLLABORATE WITH OTHERS TO MAXIMISE ACHIEVEMENT OF STRATEGIC GOALS.
- (H) COUNCILS SHOULD MANAGE RISKS TO THE LOCAL COMMUNITY OR AREA OR TO THE COUNCIL EFFECTIVELY AND PROACTIVELY.
- (I) COUNCILS SHOULD MAKE APPROPRIATE EVIDENCE-BASED ADAPTATIONS TO MEET CHANGING NEEDS AND CIRCUMSTANCES.

2 PRAYER & ACKNOWLEDGEMENT OF COUNTRY

Prayer

ALMIGHTY AND ETERNAL GOD, GIVE US THE GRACE TO FAITHFULLY FULFIL
THE DUTIES OF OUR OFFICE.

SHED THE LIGHT OF YOUR WISDOM AND COUNSEL UPON US SO THAT,
STRENGTHENED BY THESE GIFTS, WE WILL, IN THE ADMINISTRATION OF
THE AFFAIRS OF THE COUNCIL, ALWAYS DO WHAT IS RIGHT AND JUST.

WE ASK THAT OUR DELIBERATIONS WILL BE BOTH FRUITFUL AND WISE.

AMEN

Acknowledgement of Country

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

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**3 APOLOGIES**



**4 CONFIRMATION OF MINUTES****4.1 MINUTES OF THE ORDINARY COUNCIL MEETING HELD ON TUESDAY, 18 NOVEMBER 2025**

**File Number:** D25.117090

**Reporting Officer:** Carol Holmes, Senior Executive Assistant

**Responsible Officer:** Terry Dodds PSM, Chief Executive Officer

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**OFFICER RECOMMENDATION**

**That Council confirms the Minutes of the Ordinary Council Meeting held on Tuesday 18 November 2025 as a true and accurate recording of that meeting.**

**REPORT**

Council held its Ordinary Council Meeting on Tuesday 18 November 2025. The Minutes of that meeting are now attached for review and approval of Council as being a true and correct copy of that meeting.

**ATTACHMENTS**

- 1. Minutes of the Ordinary Council Meeting held on Tuesday, 18 November 2025**



# **MINUTES**

**Ordinary Council Meeting  
Tuesday, 18 November 2025**

## ORDINARY COUNCIL MEETING MINUTES

18 NOVEMBER 2025

## Order Of Business

|           |                                                                                                                        |           |
|-----------|------------------------------------------------------------------------------------------------------------------------|-----------|
| <b>1</b>  | <b>Opening of Meeting .....</b>                                                                                        | <b>4</b>  |
| <b>2</b>  | <b>PRAYER &amp; Acknowledgment of country .....</b>                                                                    | <b>4</b>  |
| <b>3</b>  | <b>Apologies .....</b>                                                                                                 | <b>4</b>  |
| <b>4</b>  | <b>Confirmation of Minutes .....</b>                                                                                   | <b>5</b>  |
| 4.1       | Minutes of the Extraordinary Council Meeting held on Tuesday, 23 September 2025 .....                                  | 5         |
| 4.2       | Minutes of the Ordinary Council Meeting held on Tuesday, 21 October 2025 .....                                         | 5         |
| <b>5</b>  | <b>Disclosure of Interest .....</b>                                                                                    | <b>5</b>  |
| <b>6</b>  | <b>Mayoral/Councillor Report .....</b>                                                                                 | <b>5</b>  |
| 0.0       | Mayoral Minute - November 2025 .....                                                                                   | 5         |
| <b>7</b>  | <b>Committee Reports .....</b>                                                                                         | <b>5</b>  |
| 7.1       | Euston Progressive Advisory Committee - Monday 29 September 2025 .....                                                 | 5         |
| 7.2       | Audit Risk and Improvement Committee Meeting held on 15 October 2025 .....                                             | 6         |
| 7.3       | Strengthening Community Access Inclusion & Wellbeing Advisory Committee Meeting held on Thursday 16 October 2025 ..... | 6         |
| 7.4       | Euston Progressive Advisory Committee held on Monday 27 October 2025 .....                                             | 6         |
| <b>8</b>  | <b>Notice of Motion .....</b>                                                                                          | <b>7</b>  |
| 8.1       | Notice of Motion - Motions for November Meeting .....                                                                  | 7         |
| <b>9</b>  | <b>Notice of Rescission .....</b>                                                                                      | <b>8</b>  |
|           | <b>CHIEF EXECUTIVE OFFICERS Reports (incorporating all staff reports) .....</b>                                        | <b>8</b>  |
|           | <b>Part A – Items Requiring Decision .....</b>                                                                         | <b>8</b>  |
| <b>10</b> | <b>Chief Executive Officer's Reports .....</b>                                                                         | <b>8</b>  |
| 10.1      | Presentation of the Audited Annual Financial Statements for the 2024/2025 Financial Year .....                         | 8         |
| 10.2      | Date and Time for Ordinary Council Meetings .....                                                                      | 8         |
| 10.3      | Caravan Park - Adjustment of Fees 2025/2026 .....                                                                      | 9         |
| 10.4      | Quarterly Budget Review for the Period Ending 30 September 2025 .....                                                  | 9         |
| 10.5      | Exhibition Draft 2025-2029 Urban Tree Management Plan .....                                                            | 10        |
| 10.6      | 2025-2035 Waste Management Strategy .....                                                                              | 11        |
| 10.7      | Euston Recreational Reserve Active Transport Connection Options Assessment .....                                       | 11        |
| 10.1      | Approval of applications for funding under the Get NSW Active program and the Crown Reserves Improvement Fund .....    | 12        |
|           | <b>Part B – Items for Information .....</b>                                                                            | <b>12</b> |
| <b>11</b> | <b>Chief Executive Officer's Reports .....</b>                                                                         | <b>12</b> |
| 11.1      | Report of Financial Information .....                                                                                  | 12        |
| 11.2      | Monthly Investments Report .....                                                                                       | 12        |
| 11.3      | Outstanding Rates and Usage Charges as at 31 October 2025 .....                                                        | 13        |

Page 2

**ORDINARY COUNCIL MEETING MINUTES****18 NOVEMBER 2025**

|           |                                                                                             |           |
|-----------|---------------------------------------------------------------------------------------------|-----------|
| 11.4      | Outstanding Debtors as at 31 October 2025 .....                                             | 13        |
| 11.5      | Infrastructure Update for October 2025 .....                                                | 13        |
| 11.6      | Activities Undertaken Within the Planning Department.....                                   | 13        |
| 11.7      | Outstanding Actions November 2025 .....                                                     | 13        |
| 11.8      | Meetings attended by the Mayor, the Chief Executive Officer and the<br>Executive Team ..... | 14        |
| 11.9      | Grant Funded Projects Status Update .....                                                   | 14        |
| <b>12</b> | <b>Notice of Motion / Questions on Notice .....</b>                                         | <b>14</b> |
|           | Nil                                                                                         |           |
| <b>13</b> | <b>Confidential Matters .....</b>                                                           | <b>14</b> |
|           | Nil                                                                                         |           |

## ORDINARY COUNCIL MEETING MINUTES

18 NOVEMBER 2025

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

**1 OPENING OF MEETING****2 PRAYER & ACKNOWLEDGMENT OF COUNTRY****Prayer**

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

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

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

Amen

**Acknowledgement of Country**

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

**PRESENT:**

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

**IN ATTENDANCE:**

Terry Dodds (CEO), David McKinley (Director of Infrastructure & Planning Services), Hodi Beauliv (Executive Manager - Community & Governance) and Carol Holmes (Senior Executive Assistant).

Edna Mendes (Chief Financial Officer), Brett Hanger and Manuel Moncada (Audit Office) via zoom.

**3 APOLOGIES****RESOLUTION 2025/182**

Moved: Cr Alison Linnett

Seconded: Cr Phillip Pippin

That apologies from Cr Leigh Byron be received and accepted.

**CARRIED**

Initial

Page  
4

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ORDINARY COUNCIL MEETING MINUTES18 NOVEMBER 2025

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**4 CONFIRMATION OF MINUTES****4.1 MINUTES OF THE EXTRAORDINARY COUNCIL MEETING HELD ON TUESDAY, 23 SEPTEMBER 2025**

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**RESOLUTION 2025/183**

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

1. That Council confirms the Minutes of the Extraordinary Council Meeting held on Tuesday 23 September 2025.

**CARRIED****4.2 MINUTES OF THE ORDINARY COUNCIL MEETING HELD ON TUESDAY, 21 OCTOBER 2025**

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**OFFICER RECOMMENDATION**

That Council confirms the Minutes of the Ordinary Council Meeting held on Tuesday 21 October as a true and accurate recording of that meeting.

**5 DISCLOSURE OF INTEREST**

There were no Disclosures of Interest submitted to this meeting.

**6 MAYORAL/COUNCILLOR REPORT****0.0 MAYORAL MINUTE - NOVEMBER 2025**

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**RESOLUTION 2025/184**

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

That the Mayoral Minute be received and noted.

**CARRIED****7 COMMITTEE REPORTS****7.1 EUSTON PROGRESSIVE ADVISORY COMMITTEE - MONDAY 29 SEPTEMBER 2025**

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**RESOLUTION 2025/185**

Moved: Deputy Mayor Dwaine Scott  
Seconded: Cr Phillip Pippin

That Council note the Minutes of the Euston Progressive Advisory Committee meeting held on Monday 29 September 2025.

**CARRIED**

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InitialPage  
5

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ORDINARY COUNCIL MEETING MINUTES18 NOVEMBER 2025

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**7.2     AUDIT RISK AND IMPROVEMENT COMMITTEE MEETING HELD ON 15 OCTOBER 2025****RESOLUTION 2025/186**

Moved:     Cr Alison Linnett

Seconded: Cr Tracy O'Halloran

That Council

1. Receive and note the ARIC Chairperson's Report; and
2. Receive and note the Minutes of the ARIC Meeting held on Wednesday 15 October 2025.

**CARRIED**

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**7.3     STRENGTHENING COMMUNITY ACCESS INCLUSION & WELLBEING ADVISORY COMMITTEE MEETING HELD ON THURSDAY 16 OCTOBER 2025**

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**RESOLUTION 2025/187**

Moved:     Cr Tracy O'Halloran

Seconded: Cr Alison Linnett

**That Council notes the Minutes of the Strengthening Community Access Inclusion & Wellbeing Advisory Committee (SCAIWAC) meeting held on Thursday 16<sup>th</sup> October 2025.****CARRIED**

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**7.4     EUSTON PROGRESSIVE ADVISORY COMMITTEE HELD ON MONDAY 27 OCTOBER 2025**

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**RESOLUTION 2025/188**

Moved:     Cr Alison Linnett

Seconded: Cr Iain Lindsay-Field

That the Minutes of the Euston Progressive Advisory Committee meeting held on Monday 27 October 2025 be received noted.

**CARRIED**

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InitialPage  
6

## ORDINARY COUNCIL MEETING MINUTES

18 NOVEMBER 2025

**8 NOTICE OF MOTION****8.1 NOTICE OF MOTION - MOTIONS FOR NOVEMBER MEETING**

I, Councillor Alison Linnett, give notice that at the next Ordinary Meeting of Council to be held on 18 November 2025, I intend to move the following motions:

**RESOLUTION 2025/189**

Moved: Cr Tracy O'Halloran

Seconded: Cr Iain Lindsay-Field

That:

1. Council seeks grant funding to create an off-leash dog park adjacent to the Lions Park new Playground;
2. Council seeks grant funding to seek designs and paint for the creation of a mural on the Balranald water Towers.
3. Council use the credit at the Rustic Pear from the Balranald Beautification Committee to purchase red Roses to improve the streetscape in front of the Balranald Bakery and the Potters building;
4. Council investigates, removes and replaces the dead trees in Market Street, between River and We Street, Balranald
5. Council investigate with the cleaning and making safe the Murrumbidgee River (between the bridge and the Mission) safe for fishing, boating and water sports including the provisions of a beach at the River Bend. and
6. Review the signage at the River regarding "No Caravans" – Cally Street and We Street.

**CARRIED**

Initial

Page  
7



## ORDINARY COUNCIL MEETING MINUTES

18 NOVEMBER 2025

**9 NOTICE OF RESCISSION****CHIEF EXECUTIVE OFFICERS REPORTS (INCORPORATING ALL STAFF REPORTS)****PART A – ITEMS REQUIRING DECISION****10 CHIEF EXECUTIVE OFFICER'S REPORTS****10.1 PRESENTATION OF THE AUDITED ANNUAL FINANCIAL STATEMENTS FOR THE 2024/2025 FINANCIAL YEAR****RESOLUTION 2025/190**

Moved: Cr Iain Lindsay-Field

Seconded: Deputy Mayor Dwaine Scott

**That Council:**

- i. receives and notes the report on the audited Annual Financial Statements and associated audit reports, for the year ending 30 June 2025; and
- ii. presents the financial statements and reports to the public in accordance with Section 419 of the Local Government Act, 1993.

**CARRIED****10.2 DATE AND TIME FOR ORDINARY COUNCIL MEETINGS****MOTION**

Moved: Cr German Ugarte

Seconded: Cr Tracy O'Halloran

**That:**

1. Pursuant to Clause 3.2 of Council's Code of Meeting Practice, Council determine the dates, times and location of Ordinary Meetings of Council to be held on the third Tuesday of each month commencing at 5 pm, with the exclusion of January 2026; and  
XXXXXXXXXXXXXXXXXXXXXXXXXXXX
2. Pursuant to Section 9 of the *Local Government Act* 1993 and clause 3.4 of Council's Code of Meeting Practice, Council provide public notice of the scheduled Ordinary Meetings.

## ORDINARY COUNCIL MEETING MINUTES

18 NOVEMBER 2025

## AMENDMENT

## RESOLUTION 2025/191

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

That

1. Pursuant to Clause 3.2 of Council's Code of Meeting Practice, Council determine the dates, times and location of Ordinary Meetings of Council to be held on the third Tuesday of each month commencing at 5 pm, with the exclusion of January 2026 and an amendment to the fourth Tuesday in May to allow for the exhibition period; and
2. Pursuant to Section 9 of the *Local Government Act* 1993 and clause 3.4 of Council's Code of Meeting Practice, Council provide public notice of the scheduled Ordinary Meetings.

CARRIED

## 10.3 CARAVAN PARK - ADJUSTMENT OF FEES 2025/2026

## RESOLUTION 2025/192

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

That:

1. A pay upfront system for all bookings, with an agreed refund policy;
2. An upfront bond of one night's accommodation to be collected prior to check-in to cover any extra cleaning required or potential damages; and
3. A new fee structure for long-term rentals of smaller cabins be introduced.

CARRIED

## 10.4 QUARTERLY BUDGET REVIEW FOR THE PERIOD ENDING 30 SEPTEMBER 2025

## RESOLUTION 2025/193

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

That:

1. Council receive the Quarterly Budget Review statement for the quarter ending 30 September 2025 and approves the proposed alterations to the Budget and endorses that the projected financial position of the Balranald Shire Council for the year ending 30 June 2026 is considered to be satisfactory; and
2. That the Quarterly Budget Review statement be forwarded to the Office of Local Government, no later than 30 November 2025.

CARRIED

Initial

Page  
9

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ORDINARY COUNCIL MEETING MINUTES18 NOVEMBER 2025

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**10.5 EXHIBITION DRAFT 2025-2029 URBAN TREE MANAGEMENT PLAN****RESOLUTION 2025/194**

Moved: Cr Alison Linnett  
Seconded: Cr German Ugarte

That Council:

1. Approves the public exhibition of the draft 2025–2029 Urban Tree Management Plan (UTMP) for a period of 56 days and invites community feedback and
2. Formally adopt the 2025–2029 UTPM, subject to information received from community feedback in the February 2026 Ordinary Council Meeting
3. That during public exhibition we seek public input to assist us listing the heritage component of trees in Balranald Shire.

**CARRIED**

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**SUSPENSION OF STANDING ORDERS AND ENTER INTO COMMITTEE OF THE WHOLE**

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**RESOLUTION 2025/195**

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

A motion was moved that Council move into Committee of the Whole to allow discussion of the following report.

**CARRIED**

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**RESUMPTION OF STANDING ORDERS**

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**RESOLUTION 2025/196**

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

A motion was moved that Council resume standing orders.

**CARRIED**

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ORDINARY COUNCIL MEETING MINUTES18 NOVEMBER 2025

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**10.6 2025-2035 WASTE MANAGEMENT STRATEGY****RESOLUTION 2025/197**

Moved: Cr Iain Lindsay-Field

Seconded: Deputy Mayor Dwaine Scott

**That Council:**

1. receives the 2025-2035 WMS; and
2. receives a further report prior to the consideration of the 2026/2027 budget regarding potential operational changes from zero to 2 years, 3 to 5 years and post 5 years.

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CARRIED

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**10.7 EUSTON RECREATIONAL RESERVE ACTIVE TRANSPORT CONNECTION OPTIONS ASSESSMENT****MOTION**

Moved: Cr Alison Linnett

Seconded: Cr Phillip Pippin

**That Council:**

1. Receives and notes the Euston Recreational Reserve Active Transport Connection Options Assessment Report; and
  2. Resolves its preferred option — either:
    - Option 1: Footpath Extension (Selwyn Street intersection to Euston Recreational Reserve), or
    - Option 2: Shared Path Construction (Murray Terrace to Reserve via Sturt Highway)
  3. To progress for project scoping and inclusion in the Get NSW Active FY26/27 funding submission of the preferred option.
- 

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**AMENDMENT**

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**RESOLUTION 2025/198**

Moved: Cr Tracy O'Halloran

Seconded: Cr Iain Lindsay-Field

**That Council**

1. Receives and notes the Euston Recreational Reserve Active Transport Connection Options Assessment Report; and
  2. Resolves the full length of footpath from Murray Terrace to the Euston Recreation Reserve, the full 1000 metres at 1.8metres
  3. To progress for project scoping and inclusion in the Get NSW Active FY26/27 funding submission of the preferred option.
- 

Initial

Page  
11

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**ORDINARY COUNCIL MEETING MINUTES****18 NOVEMBER 2025**

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**CARRIED**

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**RESOLUTION 2025/199**

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

That the late item 10.1 Approval of applications for funding under the Get NSW Active program and the Crown Reserves Improvement Fund be admitted to the agenda.

**CARRIED****10.8 APPROVAL OF APPLICATIONS FOR FUNDING UNDER THE GET NSW ACTIVE PROGRAM AND THE CROWN RESERVES IMPROVEMENT FUND****RESOLUTION 2025/200**

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

That Council approves the submission of applications for the NSW Government's Get NSW Active program and the Crown Reserves Improvement Fund

**CARRIED**

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**PART B – ITEMS FOR INFORMATION****11 CHIEF EXECUTIVE OFFICER'S REPORTS****11.1 REPORT OF FINANCIAL INFORMATION****RESOLUTION 2025/201**

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

That Council notes the financial information contained in this report for the period ending 31 October 2025.

**CARRIED**

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**11.2 MONTHLY INVESTMENTS REPORT****RESOLUTION 2025/202**

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

That Council note the information provided in this report.

**CARRIED**

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InitialPage  
12

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**ORDINARY COUNCIL MEETING MINUTES****18 NOVEMBER 2025**

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**11.3 OUTSTANDING RATES AND USAGE CHARGES AS AT 31 OCTOBER 2025****RESOLUTION 2025/203**

Moved: Cr Iain Lindsay-Field

Seconded: Cr Tracy O'Halloran

**That Council notes the information contained within this report.****CARRIED**

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**11.4 OUTSTANDING DEBTORS AS AT 31 OCTOBER 2025****RESOLUTION 2025/204**

Moved: Cr Tracy O'Halloran

Seconded: Deputy Mayor Dwaine Scott

**That Council note the report.****CARRIED**

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**11.5 INFRASTRUCTURE UPDATE FOR OCTOBER 2025****RESOLUTION 2025/205**

Moved: Deputy Mayor Dwaine Scott

Seconded: Cr Phillip Pippin

**That Council notes the report.****CARRIED**

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**11.6 ACTIVITIES UNDERTAKEN WITHIN THE PLANNING DEPARTMENT****RESOLUTION 2025/206**

Moved: Deputy Mayor Dwaine Scott

Seconded: Cr Iain Lindsay-Field

**That Council notes the report.****CARRIED**

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**11.7 OUTSTANDING ACTIONS NOVEMBER 2025****RESOLUTION 2025/207**

Moved: Cr Iain Lindsay-Field

Seconded: Cr Alison Linnett

**That Council notes the report.****CARRIED**

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InitialPage  
13

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ORDINARY COUNCIL MEETING MINUTES

18 NOVEMBER 2025

**11.8 MEETINGS ATTENDED BY THE MAYOR, THE CHIEF EXECUTIVE OFFICER AND THE EXECUTIVE TEAM****RESOLUTION 2025/208**

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

**That Council notes the report.**

**CARRIED**

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**11.9 GRANT FUNDED PROJECTS STATUS UPDATE****RESOLUTION 2025/209**

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

**That Council notes the report.**

**CARRIED**

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**12 NOTICE OF MOTION / QUESTIONS ON NOTICE**

Nil

**13 CONFIDENTIAL MATTERS**

Nil

**The Meeting closed at 7.40pm.**

**The minutes of this meeting were confirmed at the Council Meeting held on 16 December 2025.**

.....  
**MAYOR**

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Initial

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Page  
14

**5        DISCLOSURE OF INTEREST**



**6 MAYORAL/COUNCILLOR REPORT****6.1 MAYORAL REPORT - DECEMBER 2025**

**File Number:** D25.117746

**Reporting Officer:** Louie Zaffina, Mayor

**Responsible Officer:** Terry Dodds PSM, Chief Executive Officer

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**OFFICER RECOMMENDATION**

That the Report be received and noted.

**REPORT**

On 24 November, CEO Terry Dodds PSM and I attended the Local Government NSW (LGNSW) Annual Conference held in Penrith, Sydney. The two-day conference was attended by representatives from councils across New South Wales, both rural and metropolitan.

This provided an important opportunity for the challenges faced by rural councils to be directly raised with State Ministers and metropolitan councils alike.

A total of 136 policy motions were submitted by councils across the State, with 115 motions resolved. The remaining 21 motions will now be considered and determined by the incoming LGNSW Board.

Of all motions debated, the housing crisis generated the most discussion. It was concerning that when immigration levels were mentioned as one of several contributing factors to housing shortages, some responses were quick to label this as racism. Constructive policy debate requires the ability to identify all contributing factors to a problem. If demand-side pressures, including immigration, are not addressed, the only alternative is to significantly increase housing supply, potentially requiring strong government intervention.

Other key motions debated included health workforce shortages and limited access to healthcare in regional areas, poor infrastructure, transport challenges, road funding, and renewable energy.

All motions that were carried will guide LGNSW advocacy efforts and provide a stronger collective voice in seeking government action, with the goal of translating priority issues into future policy and legislation.

**ATTACHMENTS**

**Nil**

**7 COMMITTEE REPORTS****7.1 TOURISM & ECONOMIC DEVELOPMENT ADVISORY COMMITTEE HELD ON WEDNESDAY 19 NOVEMBER 2025**

**File Number:** D25.117089

**Reporting Officer:** Carol Holmes, Senior Executive Assistant

**Responsible Officer:** Terry Dodds PSM, Chief Executive Officer

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**OFFICER RECOMMENDATION**

That Council:

1. Receives and notes the Minutes of the Tourism & Economic Development Advisory Committee (TED) meeting held on Wednesday 19 November 2025; and
2. Seek legal advice on remediation options for the burnt section of the Theatre Royal building.

**REPORT**

The Tourism & Economic Development Advisory Committee (**TED**) held its first meeting with the new committee on Wednesday 19 November 2025 in the Council Chambers.

There was one additional recommendation other than the Minutes of the TED Committee be received and noted.

**ATTACHMENTS**

**Nil**

**7.2 EUSTON PROGRESSIVE ADVISORY COMMITTEE - MONDAY 27 OCTOBER 2025**

**File Number:** D25.117591

**Reporting Officer:** Carol Holmes, Senior Executive Assistant

**Responsible Officer:** Terry Dodds PSM, Chief Executive Officer

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**OFFICER RECOMMENDATION**

**That Council note the Minutes of the Euston Progressive Advisory Committee meeting held on Monday 27 October 2025.**

**REPORT**

The Euston Progressive Advisory Committee (EPAC) held a meeting on Monday 27 October 2025 at the Euston Club.

There were no additional recommendations made by the committee to Council in addition to the minutes being received and noted by Council from this meeting.

**ATTACHMENTS**

1. Minutes - EPAC - October 2025  

# MEETING MINUTES OF THE EUSTON PROGRESSIVE ADVISORY COMMITTEE

## MEETING HELD ON 27<sup>th</sup> October 2025

CHAIR: Guy Fielding

MINUTES OFFICER: Hodi Beauliv



| AGENDA ITEM | DISCUSSION                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.          | <p><b>Meeting Open: 5.30pm</b><br/> <b>Attendees:</b></p> <p><b>COMMITTEE MEMBERS:</b><br/> Guy Fielding<br/> Rusty Roberts<br/> Mario Chirchiglia<br/> Phillip Cocks<br/> Lena Cocks</p> <p><b>COUNCIL:</b><br/> Louie Zaffina (Mayor)<br/> Terry Dodds (CEO)<br/> Hodi Beauliv (Executive Manager, Community &amp; Governance)<br/> Connie Mallet (Community Projects, Tourism/Economic Development &amp; Grants Coordinator)</p> <p><b>GUESTS:</b><br/> Dennis McLaughlan Drought Resilience Officer (Wentworth Shire Council)<br/> Adrian Wells (Petaurus Education Group)</p> |
| 2.          | <b>Acknowledgement of country:</b> Chair Guy Fielding provided an acknowledgement of country before the commencement of the meeting.                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 3.          | <p><b>Apologies:</b><br/> Santina Zappia, Kathy Garreffa, Teresa Garreffa, Tracy O'Halloran (Councillor)</p> <p><b>Moved:</b> Rusty Roberts      <b>Seconded:</b> Phil Cox</p>                                                                                                                                                                                                                                                                                                                                                                                                     |
| 4.          | <b>Disclosures of Interest:</b> Nil                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 5.          | <p><b>Confirmation of previous minutes:</b><br/> <b>Moved:</b> Louie      <b>Seconded:</b> Phil Cox</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 6.          | <p><b>Business arising from minutes:</b></p> <ul style="list-style-type: none"> <li>Nil</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 7.          | <p><b>Update on Euston-Robinvale Walking Trail Signage presented by Adrian Wells (Petaurus Education Group)</b><br/> Adrian provided an overview of the finalized signs for approval by the committee.</p> <p><b>Action:</b> Guy to scan and distribute to EPAC members for commentary on the new signs, with feedback required in next 2 weeks.</p>                                                                                                                                                                                                                               |
| 8.          | <b>Correspondence :</b> Nil                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

# MEETING MINUTES OF THE EUSTON PROGRESSIVE ADVISORY COMMITTEE

## MEETING HELD ON 27<sup>th</sup> October 2025



|     |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9.  | <b>Agenda Items:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|     | <p><b>EPAC Rolling Action Plan:</b><br/>As tabled, with the following discussions:</p> <ul style="list-style-type: none"> <li>• Euston Oval – getting closer but some damage done with the last rain, Adrian to do further inspection when he is next available</li> <li>• Euston Water Treatment plant – need to review Integrated Water Cycle Management Plan (IWCMP) as there has been substantial residential growth since the plan was developed and the Euston WTP is now operating well above capacity</li> <li>• Relocation of Euston Fire Station – opportunity to improve fire services by relocating them to provide more room for the Euston Water Treatment plant</li> <li>• Upgrade of Euston Rec Reserve Clubrooms – \$3,000 funds to be allocated from Drought Resilience Funding as per Dennis' presentation – Kathy has provided some quotes from potential works – some funding has also been allocated in current financial year from the Infrastructure team</li> <li>• Multi-purpose Community Facility/Hub – some preliminary drawings have been done, just looking for funding</li> <li>• Euston Regent Parrot Branding – need to look at Balranald &amp; Surrounds brand that promotes more than just Balranald, now is a good time to do it</li> <li>• Euston Town Entry Signs – Funded under Sustainable Communities funding – still awaiting funding deed to be signed, consultation will be undertaken before we enter</li> <li>• Euston Eucalyptus Oil Factory – workshop to be organised in the new year to further substantiate the project</li> <li>• Directional signage – needs one where the walk starts at both the Euston and bridge ends</li> <li>• Traffic calming (Bertram &amp; Taylor Roads) – Mayor advised that Council allocated \$250,000 in 24/25 budget to do further works, applying to Traffic Committee and Transport for NSW to reduce the speed limit to 60km/h</li> <li>• Kilpatrick Road – Mayor advised Kilpatrick road to receive a second 10mm seal in January</li> <li>• Euston Footpath – EPAC to advise Council if there are any footpaths in Euston you would like to prioritise – Mayor advised Selwyn Street to Recreation Reserve has already been identified</li> <li>• Anderson Playground – Council seeking advice on the type of equipment the Euston community would like in the playground, could consider relocating the equipment from Anderson Playground to the neighbourhood park and upgrading Anderson Park to a regional park?</li> </ul> <p><b>Action:</b> Explore potential locations and funding options for Euston Fire Station<br/> <b>Action:</b> Further clarify maintenance works required at Euston Rec Reserve Clubrooms for potential funding from the Drought Resilience Action Plan<br/> <b>Action:</b> Explore model to improve sales of Balranald Shire Council merchandise across the whole Shire, including at the Euston VIC<br/> <b>Action:</b> Council to confirm what the 2 Iluka projects they have committed to for \$500,000<br/> <b>Action:</b> Council to provide some information to assist with consultation on Euston Playgrounds</p> <p>Mental Health First Aid training –</p> <ul style="list-style-type: none"> <li>• Training booked for Euston on 17-18 November, only 2 people registered from Euston at this stage. Places are still available.</li> </ul> <p><b>Action:</b> EPAC members to help promote Mental Health First Aid Training</p> |
| 10. | <b>Items Without Notice:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|     | <p><b>Dennis:</b> Opportunities available through the Wentworth and Balranald Shire Council Drought Resilience Action Plan. Funding available for upgrades to community sporting facilities. Dennis has set aside \$3,000 for upgrades. Dennis met with Mayor, Rusty and Cat to put together a list of potential upgrades. Funding needs to be spent by November 2025 and there may be some other unspent funds that could be used to fund the upgrades. Butchering workshop held on the weekend. Approximately 30 people in attendance as well as a range of service agencies touching base with staff. Well received by the local community. Future workshops could be</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

**MEETING MINUTES OF THE EUSTON PROGRESSIVE ADVISORY COMMITTEE**  
**MEETING HELD ON 27<sup>th</sup> October 2025**

held if funding continues based on

**Action:** EPAC to provide letter of support for future funding Drought Resilience \$3,000 already available for Euston for the Recreation Reserve Upgrade. Additional funds potentially available.  
Euston School also interested in applying for funds for a Cyber Safety event.

**Euston Public School & Early Years Program:** The local Euston Public School is keen to explore funding opportunities to extend their early years space. Also exploring options to run cyber safety workshops in November that can be used to also consult with family members re: playgrounds.

|     |                                                                                                                   |
|-----|-------------------------------------------------------------------------------------------------------------------|
| 11. | MEETING CLOSED 7:25pm - <b>Next Meeting – 5:30pm</b> Monday 24 <sup>th</sup> November 2025 <b>at Euston Club.</b> |
|-----|-------------------------------------------------------------------------------------------------------------------|

**8 NOTICE OF MOTION****8.1 NOTICE OF MOTION - SENIOR CITIZENS KIOSK**

**Record Number: D25.117454**

I, Councillor German Ugarte, give notice that at the next Ordinary Meeting of Council to be held on 16 December 2025, I intend to move the following motion:

---

**MOTION**

**That the kiosk in front of Senior Citizens Centre be made available free of charge to residents on a roster basis who wish to sell goods or services one day per week.**

**RATIONALE**

The idea of this initiative is to support and encourage a vibrant cottage industry and for individuals to have an opportunity to start a business and showcase their offerings and help them have a new source of income.

The kiosk is underutilised and should be given a clear purpose within the community.

I've been approached by residents that would like to know where they could promote and sell their crafts and services, and this could be a quick and simple solution to this matter.

I commend this Notice of Motion to Council.

**ATTACHMENTS**

**Nil**

**8.2 NOTICE OF MOTION - BALRANALD FOOTBALL OVAL WITH A LED MATRIX SCOREBOARD**

**Record Number: D25.117636**

I, Councillor Tracy O'Halloran, give notice that at the next Ordinary Meeting of Council to be held on 16 December 2025, I intend to move the following motion:

---

**MOTION**

**That Council seek Grant Funding to supply Balranald Football Oval with a LED Matrix Scoreboard (MODEL SCMAT P10 5760x3840).**

**RATIONALE**

Balranald Football Netball Club (BFNC) have 9 home games; each event has approximately 300 visitors.

On Game days, the BFNC use a dilapidated, unsheltered 70-year-old steel scoreboard to keep score. A new scoreboard will modernise the scoring and timekeeping system at home games providing ease of use and ease of viewing for everybody.

Beyond the football season, especially throughout spring/summer, it's intended the large LED digital screen be additionally utilised for a series of community outdoor cinema nights (the P10 resolution is suitable for playing movies) including music and dinner at the clubroom sheds.

There is an intended local contribution (in-kind support) to see this project come to fruition.

I commend this Notice of Motion to Council.

**ATTACHMENTS**

**Nil**



**8.3 NOTICE OF MOTION - FLYING HIGH ARTS FESTIVAL 2026**

**Record Number: D25.117638**

I, Councillor Tracy O'Halloran, give notice that at the next Ordinary Meeting of Council to be held on 16 December 2025, I intend to move the following motion:

---

**MOTION**

**That Council seek Grant Funding for the Balranald Community Art and Crafts Inc (The Gallery) to deliver the 'Flying High Arts Festival 2026', August 6<sup>th</sup> to September 27<sup>th</sup> – Celebrating Australian Birds through Art, Creativity and Culture.**

**RATIONALE**

Balranald Community Art and Crafts Inc (The Gallery) is a 100% volunteer-run, not for profit organisation with a focus on sustaining and enriching the arts in our region. Established in 1978, The Gallery promotes local artists, engages the community by providing a cultural hub and highlights the essential role of the arts in rural life.

It is envisaged The Flying High Festival 2026 will provide an exciting celebration of Australian Birdlife, creativity and culture. Set in the heart of Balranald Shire, this festival will showcase the creativity, resilience and natural beauty of our region.

Running from August through September 2026, the festival will feature a rich and diverse 21 event program of art competitions, workshops, exhibitions, birdwatching tours, performances and community events.

Objectives of the festival include, but are not limited to:

1. Strengthen Community Connection and Wellbeing
2. Showcase Regional Creativity and Natural Heritage
3. Support Local Economic Growth and Tourism
4. Build a Sustainable Cultural Future
5. Inspire Creativity and Environmental Awareness

Locally, the project will engage people of all ages in the arts and the natural environment, fostering stronger community connections and resilience.

The Gallery is committed to the full calendar of proposed events.

I commend this Notice of Motion to Council.

**ATTACHMENTS**

**Nil**

**9 NOTICE OF RESCISSION**

**CHIEF EXECUTIVE OFFICERS REPORTS (INCORPORATING ALL STAFF REPORTS)****PART A – ITEMS REQUIRING DECISION****10 CHIEF EXECUTIVE OFFICER'S REPORTS****10.1 REMUNERATION TRIBUNAL**

|                                    |                                                                                                |
|------------------------------------|------------------------------------------------------------------------------------------------|
| <b>File Number:</b>                | <b>D25.117443</b>                                                                              |
| <b>Author(s):</b>                  | <b>Terry Dodds PSM, Chief Executive Officer</b>                                                |
| <b>Approver:</b>                   | <b>Terry Dodds PSM, Chief Executive Officer</b>                                                |
| <b>Operational Plan Objective:</b> | <b>Pillar 1: Our People – A community that is proactive, engaged, inclusive and connected.</b> |

**PURPOSE OF REPORT**

Draft submission to the Local Government Remuneration Tribunal: Proposal to Align NSW Councillor Remuneration with the Queensland Model and Introduce Indexed, Pro-Rata Remuneration.

**OFFICER RECOMMENDATION**

That Council:

***EITHER:***

1. Note the correspondence from the Local Government Remuneration Tribunal (the Tribunal), including the reminder email from Mr William Xiao, Tribunal Secretariat, regarding submissions for the 2026 Annual Determination, due by 18 December 2025.
2. Endorse the preparation and lodgement of a submission to the Tribunal, on behalf of Council, which:
  - a. Advocates for structural reform of the NSW councillor and mayoral remuneration framework to align more closely with the Queensland model, including:
    - remuneration categories based on council size, complexity, and remoteness; and
    - remuneration levels for councillors and mayors expressed as a proportion of the base salary of a NSW Member of Parliament (MP), or an equivalent benchmark determined by an independent tribunal;
  - b. Supports the introduction of an indexed, pro-rata remuneration system whereby:
    - Annual adjustments to councillor and mayoral fees are automatically linked to the determination of the relevant Parliamentary Remuneration Tribunal and/or an agreed wage index (such as CPI or wage growth); and
    - The Tribunal retains the ability to respond to exceptional economic or sector-specific circumstances.
  - c. Highlights the particular challenges for rural and regional councils, including workload, statutory risk, and attraction and retention of candidates; and argues that any new system must ensure that councillor and mayoral remuneration in such areas is competitive with comparable jurisdictions (including Queensland); and

d. Urges the Tribunal to signal support for a longer-term, principled remuneration framework for elected members, rather than relying solely on year-to-year percentage increases disconnected from broader public sector and parliamentary remuneration settings.

3. Authorise the Mayor and General Manager to finalise and sign the submission consistent with this report and lodge it with the Tribunal by 18 December 2025. (Draft letter in attachments.)

**OR:**

4. Notes the correspondence from the Remuneration Tribunal and does not submit.

**REPORT**

To seek Council's endorsement of a submission to the NSW Local Government Remuneration Tribunal (the Tribunal) advocating for reform of the councillor and mayoral remuneration framework in New South Wales, to:

1. Align the structure of NSW councillor and mayoral remuneration with the Queensland system, by:
  - o establishing clear relativities between councillor/mayoral remuneration and State Members of Parliament; and
  - o retaining a category-based system that reflects council size, complexity and remoteness; and
2. Introduce an indexed, pro-rata remuneration system that maintains those relativities over time and prevents further erosion in real terms.

**BACKGROUND**

The Local Government Remuneration Tribunal has commenced its review of fees payable to NSW councillors and mayors for the 2026 Annual Determination.

The Tribunal has written to all councils inviting submissions. A reminder email was subsequently received from the Tribunal Secretariat, Mr William Xiao (Premier's Department; People and Workforce, Industrial Relations), advising that:

- Submissions for the 2026 annual determination must be received by email to [remunerationtribunals@premiersdepartment.nsw.gov.au](mailto:remunerationtribunals@premiersdepartment.nsw.gov.au)
- submissions must be **endorsed by Council**; and
- submissions are to be lodged no later than 18 December 2025.

Historically, NSW councillor and mayoral fees have been set within minimum and maximum ranges for each council category, reviewed annually by the Tribunal. While there have been recent increases following the lifting of the State's wages policy limitations, there is strong sector concern (including from Local Government NSW) that councillor and mayoral remuneration has **not kept pace with CPI, broader wages growth, or the increasing complexity and workload of the role**, and that NSW is falling behind other jurisdictions, especially Queensland.

**Current NSW Remuneration Framework**

Under the Local Government Act 1993 (NSW):

- The Tribunal determines categories of councils and mayoral offices and assigns each council to a category.
- For each category, the Tribunal sets minimum and maximum fees for councillors and mayors.
- Each council then determines an actual fee within the relevant range.

This approach provides a measure of flexibility but does **not**:

- establish clear relativities with State and Federal elected representatives.
- guarantee that councillor and mayoral remuneration keep pace with CPI, wage growth or the increasing demands of the role; or
- provide long-term certainty or a principled framework to support the attraction and retention of capable candidates, particularly in rural and regional NSW.

For smaller, remote and resource-constrained councils, the gap between councillor workload and councillor remuneration is becoming increasingly pronounced. The scale and complexity of the legislative, governance, financial and risk-management responsibilities borne by elected members has increased significantly, while remuneration has not maintained its real value.

### **Queensland Remuneration Framework – Key Features**

In Queensland:

- The Local Government Remuneration Commission is an independent body responsible for categorising councils and setting maximum remuneration levels for mayors, deputy mayors and councillors.
- Historically, councillor remuneration in Queensland has been structured as a percentage of the salaries of State Members of Parliament, providing clear relativities and allowing remuneration to move broadly in line with parliamentary and public sector wages decisions.
- Remuneration is set by council category, informed by factors such as population, budget, service profile and remoteness.

Key strengths of the Queensland approach include:

1. Indexed relativity to MPs – aligning local elected member remuneration with the broader framework for parliamentary remuneration, rather than treating councillors as entirely separate and discretionary.
2. Category-based differentiation – ensuring that councils with greater complexity, risk and workload receive higher remuneration, while still recognising the workload and responsibilities of smaller and more remote councils.
3. Independence and transparency – decisions are made by a statutory Commission, with publicly available determinations and a clear methodology.

These features have contributed to a more predictable, principled and defensible remuneration framework for local government elected representatives.

### **Rationale for Aligning NSW with the Queensland Model**

Council staff consider that there is merit in advocating for NSW to adopt a remuneration framework for councillors and mayors that more closely mirrors the Queensland model, for the following reasons:

1. **Restoring and maintaining real value**  
Linking councillor and mayoral fees to an underlying benchmark (such as the base salary of a NSW MP or another independent standard) and indexing them accordingly would help ensure that remuneration keeps pace with CPI and wage growth, rather than eroding over time.
2. **Recognising the professionalisation of the role**  
The responsibilities of councillors and mayors now extend well beyond ‘voluntary’ service, particularly in relation to:
  - governance, audit and risk oversight.
  - multi-million-dollar capital programs and complex infrastructure delivery.
  - regulatory and quasi-judicial functions (e.g. planning and compliance); and
  - community expectations around availability, consultation and advocacy. Councillor and mayoral remuneration should reflect this professionalisation.

**3. Attraction and retention of candidates**

A transparent, indexed remuneration framework with clear relativities to MPs would signal that local government service is valued and respected. This is critical to attracting and retaining capable candidates, particularly in rural and regional areas where private-sector opportunities or professional roles may otherwise be more financially attractive.

Little recognition of the time taken by working-aged people from their businesses or employers has been made in the past. This contributes to a skewed demographic.

**4. Equity and consistency across jurisdictions**

Aligning NSW more closely with Queensland (and similar reforms in other States) would help to address growing disparities in councillor remuneration between jurisdictions and reinforce the status of local government as a legitimate, democratically elected sphere of government. (Refer to the appendix.)

**5. Reduced politicisation and annual lobbying**

An indexed, pro-rata framework reduces the need for councils and sector bodies to engage in annual lobbying merely to keep pace with the cost of living. Instead, the Tribunal can focus on:

- categorisation of councils.
- methodological improvements; and
- responding to extraordinary circumstances.

**Proposed Council Position for the Submission**

It is proposed that the Council's submission to the Tribunal adopt the following key positions:

**1. Support for structural reform**

- The Tribunal should explore and recommend a framework in which councillor and mayoral fees are set as a proportion of the base salary of a NSW Member of Parliament, or another equivalent benchmark determined by an independent parliamentary remuneration tribunal.
- Council supports retaining a category-based system that recognises differences in scale, complexity and **especially** remoteness, but with remuneration bands expressed as percentages of the benchmark rather than arbitrary dollar values.

**2. Introduction of automatic indexation**

- Council supports the introduction of automatic annual indexation of councillor and mayoral fees, aligned to the index applied to MPs' remuneration and/or an agreed wage index (for example, the Wage Price Index or CPI).
- The Tribunal should retain a capacity to depart from the standard indexation in exceptional circumstances (e.g. sustained high inflation or economic shock), with reasons stated.

**3. Recognition of rural and regional realities**

- The submission should highlight the specific circumstances of rural and remote councils, including:
  - greater distances and travel times.
  - challenges in accessing professional and administrative support.
  - higher service costs; and
  - increasing statutory and governance expectations.
- Council should argue that any revised framework must ensure that councillors and mayors in rural and regional NSW receive remuneration that is competitive with Queensland and other jurisdictions, to support democratic representation and good governance.

#### 4. Transition arrangements

- Council supports a phased transition to any new framework over several determination cycles, to manage budget impacts and allow councils and communities to adjust.

### FINANCIAL IMPLICATION

In the short term, this report has no direct financial impact, as it seeks endorsement of an advocacy position rather than an immediate increase in Council's adopted councillor and mayoral fees.

If the Tribunal adopts reforms consistent with the position proposed in this report, future councillor and mayoral remuneration levels **may increase** over time to maintain relative parity with the benchmark and to address prior erosion in real terms.

The precise impact would depend on:

- the benchmark chosen (e.g. MP base salary);
- the percentage relativities applied for each council category; and
- the indexation approach adopted by the Tribunal and/or Parliament.

Any changes to councillor and mayoral fees arising from future Determinations of the Tribunal would be incorporated into Council's annual budget process in the usual way.

### LEGISLATIVE IMPLICATION

Nil at this stage.

### POLICY IMPLICATION

This matter relates to the Council's good governance responsibilities and is consistent with the strategic and philosophical objectives:

- Effective, transparent and accountable governance.
- Strong, representative and sustainable local democracy.
- Financial sustainability and long-term planning for the community.

A remuneration framework that appropriately recognises the responsibilities and workload of councillors and mayors supports Council's ability to attract and retain capable elected representatives and to meet these strategic objectives.

### RISK RATING

N/A

### CONCLUSION





The current NSW councillor and mayoral remuneration framework has not kept pace with the increasing complexity and demands of the role, nor with cost-of-living and wages growth, and appears to be falling behind comparable jurisdictions such as Queensland.

Council has an opportunity, through the Tribunal's 2026 Annual Determination process, to advocate for a more robust, principled framework that:

- Aligns NSW with the Queensland model by establishing clear relativities to parliamentary remuneration.
- Introduces indexed, pro-rata remuneration to maintain those relativities over time; and
- Better reflects the realities faced by rural and regional councils.

Endorsing the recommendations in this report will allow a submission to be finalised and lodged by 18 December 2025 in accordance with the Tribunal's requirements.

**ATTACHMENTS**

1. Letter from Remuneration Tribunal seeking submissions [↓](#) 
2. Invitation letter appendix [↓](#) 
3. Email from Tribunal [↓](#) 
4. Draft submission to Local Government Remuneration Tribunal [↓](#) 



**APPENDIX**

## Snapshot Comparison – NSW vs Queensland Councillor Remuneration

| Feature                      | New South Wales (Current)                           | Queensland (Comparative Model)                               |
|------------------------------|-----------------------------------------------------|--------------------------------------------------------------|
| Determining Body             | Local Government Remuneration Tribunal (LGRT)       | Local Government Remuneration Commission (LGRC)              |
| Structure                    | Minimum and maximum fee ranges by council category  | Maximum remuneration levels by council category              |
| Link to MPs                  | No direct link to Parliamentary remuneration        | Historically linked as a percentage of the State MP salaries |
| Indexation                   | Annual % adjustments at Tribunal discretion         | Moves broadly in line with Parliamentary wage settings       |
| Real Value Protection        | Not guaranteed – subject to erosion over time       | More stable due to benchmark relativity                      |
| Rural & Regional Recognition | Limited differentiation beyond the council category | Stronger recognition via categorisation and relativities     |
| Long-Term Certainty          | Low; relies on year-to-year determinations          | High, structured, benchmarked framework                      |



## Local Government Remuneration Tribunal

Ref: A8247184

To Mayors/General Managers

via email to Councils

Dear Mayors/General Managers,

I write to advise that the Local Government Remuneration Tribunal (the Tribunal) has commenced its review for the 2026 Annual Determination.

### Fees

As outlined in section 241 of the *Local Government Act 1993* (LG Act), the Tribunal is required to make an annual determination on the fees payable to Councillors and Mayors. The 2026 Annual Determination is to take effect from 1 July 2026.

The maximum and minimum fee levels for each category will be assessed by the Tribunal as part of the 2026 review process.

### Categorisation

Section 239 of the LG Act requires the Tribunal to determine the category of councils and mayoral offices at least once every three years.

The Tribunal last undertook a review of the categories and the allocation of councils into each of these categories in 2023. Therefore, the Tribunal will undertake a review of the categories, as part of the 2026 review.

Each of the 138 councils are allocated into one of the following 14 categories:

| <b>Metropolitan</b> | <b>Non-metropolitan</b> | <b>County Councils</b> |
|---------------------|-------------------------|------------------------|
| Principal CBD       | Major Regional City     | Water                  |
| Major CBD           | Major Strategic Area    | Other                  |
| Metropolitan Large  | Regional Strategic Area |                        |
| Metropolitan Medium | Regional Centre         |                        |
| Metropolitan Small  | Regional Rural          |                        |
|                     | Rural Large             |                        |
|                     | Rural                   |                        |

The criteria for each of the categories is outlined in Appendix 1 of the 2025 Annual Determination. A copy of Appendix 1 of the 2025 Annual Determination is attached to this letter.

### Submissions

The Tribunal invites submissions from individual councils in respect to categorisation, fees and any general matters as part of this review. **It is expected that submissions are endorsed by their respective council.**

Level 8, 52 Martin Place, Sydney NSW 2000  
■ GPO Box 5341, Sydney NSW 2001 ■ [www.remtribunals.nsw.gov.au](http://www.remtribunals.nsw.gov.au)

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Any submission that Council may wish to make should be received no later than **18 December 2025** and should be emailed to [remunerationtribunals@premiersdepartment.nsw.gov.au](mailto:remunerationtribunals@premiersdepartment.nsw.gov.au), attention Joanne Nava.

**2025 Annual Determination**

In 2025, the Tribunal determined a 3% increase to the maximum and minimum fees, effective 1 July 2025.

In September 2025, the Tribunal also made a special determination relating to the appointed councillors and chairperson for Central Darling Shire Council, in accordance with clause 12(2)(b), Schedule 11 of the LG Act.


A copy of the Tribunal's 2025 Annual Determination can be found at the following link:  
<https://www.remtribunals.nsw.gov.au/local-government/current-lgrt-determinations>.

Please note that any material provided to the Tribunal may be made available under the *Government Information (Public Access) Act 2009*.

As part of the annual review the Tribunal will seek to meet with Local Government NSW, as it does each year, to receive a sector wide view for the local government sector in NSW.

If you require any further information, please email  
[remunerationtribunals@premiersdepartment.nsw.gov.au](mailto:remunerationtribunals@premiersdepartment.nsw.gov.au).

Yours sincerely



Joanne Nava  
Remuneration Tribunal Secretariat  
16 October 2025

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# Appendices

## Appendix 1 Criteria that apply to categories

### Principal CBD

The Council of the City of Sydney (the City of Sydney) is the principal central business district (CBD) in the Sydney Metropolitan area. The City of Sydney is home to Sydney's primary commercial office district with the largest concentration of businesses and retailers in Sydney. The City of Sydney's sphere of economic influence is the greatest of any local government area in Australia.

The CBD is also host to some of the city's most significant transport infrastructure including Central Station, Circular Quay and International Overseas Passenger Terminal. Sydney is recognised globally with its iconic harbour setting and the City of Sydney is host to the city's historical, cultural and ceremonial precincts. The City of Sydney attracts significant visitor numbers and is home to 60 per cent of metropolitan Sydney's hotels.

The role of Lord Mayor of the City of Sydney has significant prominence reflecting the CBD's importance as home to the country's major business centres and public facilities of state and national importance. The Lord Mayor's responsibilities in developing and maintaining relationships with stakeholders, including other councils, state and federal governments, community and business groups, and the media are considered greater than other mayoral roles in NSW.

## Major CBD

The Council of the City of Parramatta (City of Parramatta) is the economic capital of Greater Western Sydney and the geographic and demographic centre of Greater Sydney. Parramatta is the second largest economy in NSW (after Sydney CBD) and the sixth largest in Australia.

As a secondary CBD to metropolitan Sydney the Parramatta local government area is a major provider of business and government services with a significant number of organisations relocating their head offices to Parramatta. Public administration and safety have been a growth sector for Parramatta as the State Government has promoted a policy of moving government agencies westward to support economic development beyond the Sydney CBD.

The City of Parramatta provides a broad range of regional services across the Sydney Metropolitan area with a significant transport hub and hospital and educational facilities. The City of Parramatta is home to the Westmead Health and Medical Research precinct which represents the largest concentration of hospital and health services in Australia, servicing Western Sydney and providing other specialised services for the rest of NSW.

The City of Parramatta is also home to a significant number of cultural and sporting facilities (including Sydney Olympic Park) which draw significant domestic and international visitors to the region.

## Metropolitan Major

Councils categorised Metropolitan Major will typically have a minimum residential population of 400,000.

Councils may also be categorised Metropolitan Major if their residential population combined with their non-resident working population exceeds 400,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$300M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Major will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

## Metropolitan Large

Councils categorised as Metropolitan Large will typically have a minimum residential population of 200,000.

Councils may also be categorised as Metropolitan Large if their residential population combined with their non-resident working population exceeds 200,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$200M per annum
- the provision of significant regional services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- significant industrial, commercial and residential centres and development corridors
- high population growth.

Councils categorised as Metropolitan Large will have a sphere of economic influence and provide regional services considered to be greater than those of other metropolitan councils.

## Metropolitan Medium

Councils categorised as Metropolitan Medium will typically have a minimum residential population of 100,000.

Councils may also be categorised as Metropolitan Medium if their residential population combined with their non-resident working population exceeds 100,000. To satisfy this criteria the non-resident working population must exceed 50,000.

Other features may include:

- total operating revenue exceeding \$100M per annum
- services to greater Sydney including, but not limited to, major education, health, retail, sports, other recreation and cultural facilities
- industrial, commercial and residential centres and development corridors
- high population growth.

The sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Large councils.



## Metropolitan Small

Councils categorised as Metropolitan Small will typically have a residential population less than 100,000.

Other features which distinguish them from other metropolitan councils include:


- total operating revenue less than \$150M per annum.

While these councils may include some of the facilities and characteristics of both Metropolitan Large and Metropolitan Medium councils the overall sphere of economic influence, the scale of council operations and the extent of regional servicing would be below that of Metropolitan Medium councils.

## Major Regional City

Newcastle City Council and Wollongong City Councils are categorised as Major Regional City. These councils:

- are metropolitan in nature with major residential, commercial and industrial areas
- typically host government departments, major tertiary education and health facilities and incorporate high density commercial and residential development
- provide a full range of higher order services and activities along with arts, culture, recreation, sporting and entertainment facilities to service the wider community and broader region


- 
- have significant transport and freight infrastructure servicing international markets, the capital city and regional areas
  - have significant natural and man-made assets to support diverse economic activity, trade and future investment
  - typically contain ventures which have a broader State and national focus which impact upon the operations of the council.

### Major Strategic Area

Councils categorised as Major Strategic Area will have a minimum population of 300,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.



Currently, only Central Coast Council meets the criteria to be categorised as a Major Strategic Area. Its population, predicted population growth, and scale of the Council's operations warrant that it be differentiated from other non-metropolitan councils. Central Coast Council is also a significant contributor to the regional economy associated with proximity to and connections with Sydney and the Hunter Region.

### **Regional Strategic Area**

Councils categorised as Regional Strategic Area are differentiated from councils in the Regional Centre category on the basis of their significant population and will typically have a residential population above 100,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$250M per annum
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.


Currently, only Lake Macquarie Council meets the criteria to be categorised as a Regional Strategic Area. Its population and overall scale of council operations will be greater than Regional Centre councils.

### Regional Centre

Councils categorised as Regional Centre will typically have a minimum residential population of 40,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large city or town providing a significant proportion of the region's housing and employment
- health services, tertiary education services and major regional airports which service the surrounding and wider regional community
- a full range of high-order services including business, office and retail uses with arts, culture, recreation and entertainment centres
- total operating revenue exceeding \$100M per annum
- the highest rates of population growth in regional NSW
- significant visitor numbers to established tourism ventures and major events that attract state and national attention
- a proximity to Sydney which generates economic opportunities.



Councils in the category of Regional Centre are often considered the geographic centre of the region providing services to their immediate and wider catchment communities.

## Regional Rural

Councils categorised as Regional Rural will typically have a minimum residential population of 20,000. To satisfy this criteria the non-resident working population can be included.

Other features may include:

- a large urban population existing alongside a traditional farming sector, and are surrounded by smaller towns and villages
- health services, tertiary education services and regional airports which service a regional community
- a broad range of industries including agricultural, educational, health, professional, government and retail services
- large visitor numbers to established tourism ventures and events.

Councils in the category of Regional Rural provide a degree of regional servicing below that of a Regional Centre.

## Rural Large

Councils categorised as Rural Large will have a residential population greater than 10,000, and a councillor to resident ratio of at least 1 to 1200.

Other features may include:

- one or two significant townships combined with a considerable dispersed population spread over a large area and a long distance from a major regional centre
- a limited range of services, facilities and employment opportunities compared to Regional Rural councils
- local economies based on agricultural/resource industries.



## Rural

Councils categorised as Rural will typically have a residential population less than 10,000.

## County Councils - Water

County councils that provide water and/or sewerage functions with a joint approach in planning and installing large water reticulation and sewerage systems.

## County Councils - Other

County councils that administer, control and eradicate declared noxious weeds as a specified Local Control Authority under the Biosecurity Act 2015.

**From:** [Remuneration Tribunals](#)  
**To:** [Remuneration Tribunals](#)  
**Subject:** RE: Local Government Remuneration Tribunal - 2026 annual review invitation for submissions  
**Date:** Wednesday, 3 December 2025 1:09:01 PM  
**Attachments:** [image001.png](#)  
[LGRT 2026 - Invitation Letter to Councils - seeking submissions.pdf](#)  
[LGRT 2026 - Invitation Letter - Attachment A - Appendix 1 of the LGRT 2025 Annual Determination.pdf](#)

You don't often get email from remunerationtribunals@premiersdepartment.nsw.gov.au. [Learn why this is important](#)

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Dear Mayors/General Managers,

This is a reminder email in relation to the letter from the Local Government Remuneration Tribunal (**Tribunal**) to councils, regarding the Tribunal's 2026 annual determination of fees payable to Councillors and Mayors.

As stated in the letter and email below, submissions for the 2026 annual determination should be received by email to [remunerationtribunals@premiersdepartment.nsw.gov.au](mailto:remunerationtribunals@premiersdepartment.nsw.gov.au) no later than 18 December 2025 and should be endorsed by council.

Kind regards,

**William Xiao** (*he/him*)  
Tribunal Secretariat  
Policy Officer  
People and Workforce, Industrial Relations  
**Premier's Department**

**T** +61 2 6586 7889 **E** [William.Xiao@premiersdepartment.nsw.gov.au](mailto:William.Xiao@premiersdepartment.nsw.gov.au)

[premiersdepartment.nsw.gov.au](http://premiersdepartment.nsw.gov.au)

52 Martin Place  
Sydney NSW 2000

**Working days** Monday to Friday



I acknowledge the traditional custodians of the land and pay respects to Elders past and present.  
I also acknowledge all the Aboriginal and Torres Strait Islander staff working with NSW Government at this time.

Please consider the environment before printing this email.



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---

**From:** Remuneration Tribunals  
**Sent:** Thursday, 16 October 2025 10:18 AM  
**To:** Remuneration Tribunals <remunerationtribunals@premiersdepartment.nsw.gov.au>  
**Subject:** Local Government Remuneration Tribunal - 2026 annual review invitation for submissions

**Local Government Remuneration Tribunal 2026 annual review – Letter to Mayors and General Managers inviting submissions**

Please find attached correspondence in relation to the commencement of the Local Government Remuneration Tribunal's 2026 annual determination process. This includes Attachment A, which provides an extract of the LGRT 2025 annual review, on the criteria that applies to the categories in the LGRT determination.

A paper copy of the letter will **not** be mailed.

The letter indicates that submissions should be received by email to [remunerationtribunals@premiersdepartment.nsw.gov.au](mailto:remunerationtribunals@premiersdepartment.nsw.gov.au) no later than 18 December 2025.

Kind regards,

**William Xiao** *(he/him)*  
Tribunal Secretariat  
Project Support Officer  
People and Workforce, Industrial Relations  
**Premier's Department**

**T** +61 2 6586 7889 **E** [William.Xiao@premiersdepartment.nsw.gov.au](mailto:William.Xiao@premiersdepartment.nsw.gov.au)  
[premiersdepartment.nsw.gov.au](http://premiersdepartment.nsw.gov.au)

52 Martin Place  
Sydney NSW 2000

**Working days** Monday to Friday



---

**I acknowledge the traditional custodians of the land and pay respects to Elders past and present.  
I also acknowledge all the Aboriginal and Torres Strait Islander staff working with NSW Government at this time.**

Please consider the environment before printing this email.



ALL COMMUNICATIONS MUST  
BE ADDRESSED TO THE  
CHIEF EXECUTIVE OFFICER

# BALRANALD SHIRE COUNCIL

70 Market Street, Balranald NSW 2715  
PO Box 120, Balranald NSW 2715  
Tel: 03 5020 1300  
ABN: 74 678 751 581  
Email: [council@balranald.nsw.gov.au](mailto:council@balranald.nsw.gov.au)  
Web: [www.balranald.nsw.gov.au](http://www.balranald.nsw.gov.au)

Contact: TD:CH:D25.117446

4 December 2025

The Chair  
Local Government Remuneration Tribunal  
Premier's Department  
People and Workforce, Industrial Relations  
NSW Government

**Attention:** Mr William Xiao  
Tribunal Secretariat – Policy Officer

## **Submission to the Local Government Remuneration Tribunal – 2026 Annual Determination of Fees for Councillors and Mayors**

Balranald Shire Council thanks the Local Government Remuneration Tribunal (the Tribunal) for the opportunity to submit in respect of the Tribunal's 2026 Annual Determination of fees payable to Councillors and Mayors. This submission is formally endorsed by resolution of Council at its meeting held on [insert meeting date], in accordance with the Tribunal's requirements.

### **1. Purpose of this Submission**

Council's submission advocates for structural reform of the NSW councillor and mayoral remuneration framework, to better reflect:

- the increasing complexity, workload and statutory risk associated with the role of elected members;
- the erosion of the real value of councillor and mayoral fees over time; and
- the need for NSW to remain competitive with other jurisdictions, particularly Queensland, in attracting and retaining capable candidates for local government.

Accordingly, Council submits that the existing framework should be modernised to align more closely with the Queensland local government remuneration model, supported by indexed, pro-rata remuneration linked to a parliamentary benchmark.

### **2. Alignment with the Queensland Model**

Council supports the Tribunal exploring and recommending a framework in which:

- Councillor and mayoral remuneration is expressed as a proportion of the base salary of a NSW Member of Parliament (MP), or an equivalent independent parliamentary remuneration benchmark; and
- Council categorisation is retained, but with remuneration relativities clearly defined as percentages of the benchmark, rather than fixed dollar ranges that progressively lose real value.

Council submits that the Queensland model offers several advantages over the current NSW system, including:

- transparent and defensible relativities with parliamentary remuneration;
- greater stability and predictability for councils and communities; and
- improved confidence among elected members that their remuneration will not fall behind cost-of-living and wages growth over time.

### **3. Introduction of Indexed, Pro-Rata Remuneration**

Council strongly supports the introduction of automatic annual indexation of councillor and mayoral fees, linked to:

- parliamentary remuneration movements; and/or
- an agreed independent wage index such as CPI or the Wage Price Index.

This approach would:

- prevent further erosion in real remuneration value.
- remove the need for annual sector-wide lobbying merely to maintain purchasing power; and
- allow the Tribunal to focus on methodological improvement and categorisation rather than year-to-year catch-up adjustments.

Council recognises that the Tribunal should retain discretion to vary indexation in exceptional economic circumstances, provided reasons are clearly stated.

### **4. Recognition of Rural and Regional Councils**

As a remote rural council, Balranald Shire emphasises that any revised remuneration framework must properly recognise:

- greater travel requirements and time commitments.
- higher service delivery costs.
- reduced access to professional support; and
- increasing governance, financial and regulatory responsibilities.

Council submits that councillor and mayoral remuneration in rural and regional NSW must be competitive with equivalent councils in Queensland, to safeguard democratic participation and ensure capable representatives are not discouraged from seeking or continuing public office.

### **5. Transition Arrangements**

Council supports the introduction of phased transition arrangements should structural reform be adopted, to allow:

- councils to responsibly plan for budget impacts; and
- communities to understand and support the long-term sustainability of the new framework.

### **6. Council's Position**

In summary, Council urges the Tribunal to:

1. Support the structural alignment of the NSW councillor and mayoral remuneration system with the Queensland model;
2. Introduce indexed, pro-rata remuneration linked to a parliamentary benchmark;
3. Ensure that rural and regional councils are not disadvantaged under any revised framework; and
4. Establish a long-term, principled approach to elected member remuneration that strengthens local democracy, governance capability and sector sustainability.

**7. Closing**

Council appreciates the Tribunal's continued role in independently determining councillor and mayoral fees. Should you require any additional information in relation to this submission, please contact the CEO, Mr Terry Dodds PSM; [tdodds@balranald.nsw.gov.au](mailto:tdodds@balranald.nsw.gov.au).

Yours sincerely,

**Councillor Louie Zaffina**  
Mayor

Terry Dodds PSM  
**CEO**

**10.2 ADOPTION OF MODEL CODE OF MEETING PRACTICE**

|                                    |                                                                                                                                      |
|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| <b>File Number:</b>                | <b>D25.117544</b>                                                                                                                    |
| <b>Author(s):</b>                  | <b>Carol Holmes, Senior Executive Assistant</b>                                                                                      |
| <b>Approver:</b>                   | <b>Terry Dodds PSM, Chief Executive Officer</b>                                                                                      |
| <b>Operational Plan Objective:</b> | <b>Pillar 6: Our Leadership – A community that values and fosters leadership, lifelong learning, innovation and good governance.</b> |

---

**PURPOSE OF REPORT**

To seek Council agreement to formally adopt the revised Model Code of Meeting Practice for Local Councils in NSW presented by Office of Local Government.

**OFFICER RECOMMENDATION**

That Council formally adopt the revised Model Code of Meeting Practice.

**REPORT**

At the October 2025 Ordinary Council Meeting it was resolved to advertise the Model Code of Meeting Practice as a draft for public to make any comment or submissions. The Draft Code of Meeting Practice has been on public exhibition and we have received no submissions to date.

It is now recommended that Council formally adopt the Model Code of Meeting Practice as attached to this report.

**FINANCIAL IMPLICATION**

Nil

**LEGISLATIVE IMPLICATION**

Local Government (General) Regulation 2005

**POLICY IMPLICATION**

Code of Meeting Practice 2025

**RISK RATING**

Low

**ATTACHMENTS**

1. Model Code of Meeting Practice - 2025  



# **Balranald Shire Council Draft Code of Meeting Practice**

## **2025**

## Table of Contents

|    |                                                       |    |
|----|-------------------------------------------------------|----|
| 1  | INTRODUCTION .....                                    | 3  |
| 2  | MEETING PRINCIPLES .....                              | 3  |
| 3  | BEFORE THE MEETING.....                               | 4  |
| 4  | PUBLIC FORUMS.....                                    | 9  |
| 5  | COMING TOGETHER.....                                  | 9  |
| 6  | THE CHAIRPERSON.....                                  | 15 |
| 7  | MODES OF ADDRESS.....                                 | 16 |
| 8  | ORDER OF BUSINESS FOR ORDINARY COUNCIL MEETINGS ..... | 16 |
| 9  | CONSIDERATION OF BUSINESS AT COUNCIL MEETINGS.....    | 17 |
| 10 | RULES OF DEBATE.....                                  | 19 |
| 11 | VOTING .....                                          | 22 |
| 12 | COMMITTEE OF THE WHOLE.....                           | 23 |
| 13 | DEALING WITH ITEMS BY EXCEPTION.....                  | 24 |
| 14 | CLOSURE OF COUNCIL MEETINGS TO THE PUBLIC .....       | 25 |
| 15 | KEEPING ORDER AT MEETINGS.....                        | 29 |
| 16 | CONFLICTS OF INTEREST.....                            | 33 |
| 17 | DECISIONS OF THE COUNCIL .....                        | 33 |
| 18 | TIME LIMITS ON COUNCIL MEETINGS .....                 | 35 |
| 19 | AFTER THE MEETING.....                                | 36 |
| 20 | COUNCIL COMMITTEES.....                               | 38 |
| 21 | IRREGULARITIES .....                                  | 41 |
| 22 | DEFINITIONS .....                                     | 42 |

## 1 INTRODUCTION

- 1.1 This Code of Meeting Practice has been developed based on the NSW Office of Local Government's 2025 Model Code of Meeting Practice for Local Councils in NSW (the Model Meeting Code) is prescribed under section 360 of the *Local Government Act 1993* (the Act) and the *Local Government (General) Regulation 2021* (the Regulation).
- 1.2 The Code applies to all meetings of councils and committees of councils of which all the members are councillors (committees of council). Council committees whose members include persons other than councillors may adopt their own rules for meetings unless the council determines otherwise.
- 1.3 This Code incorporates the mandatory provisions along with relevant non-mandatory provisions of the new Model Meeting Code and other supplementary provisions which are consistent with the mandatory provisions of the new Model Meeting Code. These provisions are shown in green.
- 1.4 Council and a committee of the council of which all the members are councillors must conduct its meetings in accordance with the code of meeting practice adopted by the Council.

## 2 MEETING PRINCIPLES

- 2.1 Council and committee meetings should be:

*Transparent:* Decisions are made in a way that is open and accountable.

*Informed:* Decisions are made based on relevant, quality information.

*Inclusive:* Decisions respect the diverse needs and interests of the local community.

*Principled:* Decisions are informed by the principles prescribed under Chapter 3 of the Act.

*Trusted:* The community has confidence that councillors and staff act ethically and make decisions in the interests of the whole community.

*Respectful:* Councillors, staff and meeting attendees treat each other with respect.

*Effective:* Meetings are well organised, effectively run and skilfully chaired.

*Orderly:* Councillors, staff and meeting attendees behave in a way that contributes to the orderly conduct of the meeting.



**Note: The Office of Local Government has issued a guideline on free speech in local government in NSW. The Guideline provides practical guidance to councils on what free speech means in the context of NSW local government, including in relation to council meetings. The Guidelines have been issued under section 23A of the Act meaning councils must consider them when exercising their functions at meetings.**

### **3 BEFORE THE MEETING**

#### Timing of ordinary council meetings

- 3.1 The council shall, by resolution, set the frequency, time, date and place of its ordinary meetings.

**Note: Under section 365 of the Act, councils are required to meet at least ten (10) times each year, each time in a different month unless the Minister for Local Government has approved a reduction in the number of times that a council is required to meet each year under section 365A.**

#### Extraordinary meetings

- 3.2 If the mayor receives a request in writing, signed by at least two (2) councillors, the mayor must call an extraordinary meeting of the council to be held as soon as practicable, but in any event, no more than fourteen (14) days after receipt of the request. The mayor can be one of the two councillors requesting the meeting.

**Note: Clause 3.2 reflects section 366 of the Act.**

- 3.3 The mayor may call an extraordinary meeting without the need to obtain the signature of two (2) councillors.

#### Notice to the public of council meetings

- 3.4 The council must give notice to the public of the time, date and place of each of its meetings, including extraordinary meetings, and of each meeting of committees of the council.

**Note: Clause 3.4 reflects section 9(1) of the Act.**

- 3.5 For the purposes of clause 3.4, notice of a meeting of the council and of a committee of council must be published before the meeting takes place. The notice must be published on the council's website, and in such other manner

that the council is satisfied is likely to bring notice of the meeting to the attention of as many people as possible.

- 3.6 For the purposes of clause 3.4, notice of more than one (1) meeting may be given in the same notice.

Notice to councillors of ordinary council meetings

- 3.7 The Chief Executive Officer must send to each councillor, at least three (3) days before each meeting of the council, a notice specifying the time, date and place at which the meeting is to be held, and the business proposed to be considered at the meeting.

**Note: Clause 3.7 reflects section 367(1) of the Act.**

- 3.8 The notice and the agenda for, and the business papers relating to, the meeting may be given to councillors in electronic form, unless the council determines otherwise, but only if all councillors have facilities to access the notice, agenda and business papers in that form.

**Note: Clause 3.8 reflects section 367(3) of the Act.**

Notice to councillors of extraordinary meetings

- 3.9 Notice of less than three (3) days may be given to councillors of an extraordinary meeting of the council in cases of emergency.

**Note: Clause 3.9 reflects section 367(2) of the Act.**

Giving notice of business to be considered at council meetings

- 3.10 A councillor may give notice of any business they wish to be considered by the council at its next ordinary meeting by way of a notice of motion. To be included on the agenda of the meeting, the notice of motion must be in writing and must be submitted within such reasonable time before the meeting is to be held as determined by the council.
- 3.11 A notice of motion under clause 3.10 must be submitted by 9am on the Monday of the week prior to the week the meeting is to be held.
- 3.12 If the Chief Executive Officer considers that a notice of motion submitted by a councillor for consideration at an ordinary meeting of the council has legal, strategic, financial or policy implications which should be taken into consideration by the meeting, the Chief Executive Officer may prepare a staff comment or report in relation to the notice of motion for inclusion with the

business papers for the meeting at which the notice of motion is to be considered by the council.

- 3.13 A notice of motion for the expenditure of funds on works and/or services other than those already provided for in Council's current adopted Delivery Program and Operational Plan must identify the source of funding for the expenditure that is the subject of the notice of motion. If the notice of motion does not identify a funding source, the Chief Executive Officer must prepare a staff comment or report on the availability of funds for implementing the motion if adopted for inclusion in the business papers for the meeting at which the notice of motion is to be considered by Council.
- 3.14 A councillor may, in writing to the Chief Executive Officer, request the withdrawal of a notice of motion submitted by them prior to its inclusion in the agenda and business paper for the meeting at which it is to be considered.

#### Questions with notice

- 3.15 A councillor may, by way of a notice submitted under clause 3.10, ask a question for response by the Chief Executive Officer about the performance or operations of the council.
- 3.16 A councillor is not permitted to ask a question with notice under clause 3.15 that would constitute an act of disorder.
- 3.17 The Chief Executive Officer or their nominee may respond to a question with notice submitted under clause 3.15 by way of a report included in the business papers for the relevant meeting of the council.

#### Agenda and business papers for ordinary meetings

- 3.18 The Chief Executive Officer must cause the agenda for a meeting of the council or a committee of the council to be prepared as soon as practicable before the meeting.
- 3.19 The Chief Executive Officer must ensure that the agenda for an ordinary meeting of the council states:
- (a) all matters to be dealt with arising out of the proceedings of previous meetings of the council, and
  - (b) if the mayor is the chairperson – any matter or topic that the chairperson proposes, at the time when the agenda is prepared, to put to the meeting, and
  - (c) all matters, including matters that are the subject of staff reports and reports of committees, to be considered at the meeting, and
  - (d) any business of which due notice has been given under clause 3.10.
- 3.20 Nothing in clause 3.19 limits the powers of the mayor to put a mayoral minute to a meeting without notice under clause 9.7.
- 3.21 The Chief Executive Officer must not include in the agenda for a meeting of the council any business of which due notice has been given if, in the opinion of the Chief Executive Officer, the business is, or the implementation of the business would be, unlawful. The Chief Executive Officer must report, without

giving details of the item of business, any such exclusion to the next meeting of the council.

- 3.22 Where the agenda includes the receipt of information or discussion of other matters that, in the opinion of the Chief Executive Officer, is likely to take place when the meeting is closed to the public, the Chief Executive Officer must ensure that the agenda of the meeting:
- a) identifies the relevant item of business and indicates that it is of such a nature (without disclosing details of the information to be considered when the meeting is closed to the public), and
  - b) states the grounds under section 10A(2) of the Act relevant to the item of business.

**Note: Clause 3.22 reflects section 9(2A)(a) of the Act.**

- 3.23 The Chief Executive Officer must ensure that the details of any item of business which, in the opinion of the Chief Executive Officer, is likely to be considered when the meeting is closed to the public, are included in a business paper provided to councillors for the meeting concerned. Such details must not be included in the business papers made available to the public and must not be disclosed by a councillor or by any other person to another person who is not authorised to have that information.
- 3.24 Any matter considered urgent by the Chief Executive Officer which arises after the distribution of Business Papers, may be circulated to Councillors immediately prior to the meeting via a Late Item supplementary agenda. In such circumstances if requested by 1 or more Councillors, prior to discussion or determination of the matter, the Chairperson shall allow a period of time for Councillors to read the report.

Availability of the agenda and business papers to the public

- 3.25 Copies of the agenda and the associated business papers, such as correspondence and reports for meetings of the council and committees of council, are to be published on the council's website, and must be made available to the public for inspection, or for taking away by any person free of charge at the offices of the council, at the relevant meeting and at such other venues determined by the council.

**Note: Clause 3.25 reflects section 9(2) and (4) of the Act.**

- 3.26 Clause 3.25 does not apply to the business papers for items of business identified under clause 3.24 as being likely to be considered when the meeting is closed to the public.

**Note: Clause 3.26 reflects section 9(2A)(b) of the Act.**

- 3.27 For the purposes of clause 3.25, copies of agendas and business papers must be published on the council's website and made available to the public at a time that is as close as possible to the time they are available to councillors.

**Note: Clause 3.27 reflects section 9(3) of the Act.**

- 3.28 A copy of an agenda, or of an associated business paper made available under clause 3.25, may in addition be given or made available in electronic form unless the council determines otherwise.

**Note: Clause 3.28 reflects section 9(5) of the Act.**

Agenda and business papers for extraordinary meetings

- 3.29 The council must ensure that the agenda for an extraordinary meeting of the council deals only with the matters stated in the notice of the meeting.
- 3.30 Nothing in clause 3.29 limits the powers of the mayor to put a mayoral minute to an extraordinary meeting without notice under clause 9.7.
- 3.31 Despite clause 3.29, business may be considered at an extraordinary meeting of the council at which all councillors are present, even though due notice has not been given of the business, if the council resolves to deal with the business on the grounds that it is urgent and requires a decision by the council before the next scheduled ordinary meeting of the council. A resolution adopted under this clause must state the reasons for the urgency.
- 3.32 A motion moved under clause 3.31 can be moved without notice but only after the business notified in the agenda for the extraordinary meeting has been dealt with. Despite any other provision of this code, only the mover of a motion moved under clause 3.31, and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.
- 3.33 If all councillors are not present at the extraordinary meeting, the council may only deal with business at the meeting that councillors have not been given due notice of, where a resolution is adopted in accordance with clause 3.31 and the chairperson also rules that the business is urgent and requires a decision by the council before the next scheduled ordinary meeting.
- 3.34 A motion of dissent cannot be moved against a ruling of the chairperson under clause 3.33 on whether a matter is urgent.

Prohibition of pre-meeting briefing sessions

- 3.35 Briefing sessions must not be held to brief councillors on business listed on the agenda for meetings of the council or committees of the council.
- Note: The prohibition on the holding of briefing sessions under clause 3.35 reflects the intent of Chapter 4, Part 1 of the Act which requires business of the council to be conducted openly and transparently at a formal meeting of which due notice has been given and to which the public has access. Pre-meeting briefing sessions are inconsistent with the principles of transparency, accountability and public participation and have the potential to undermine confidence in the proper and lawful decision-making processes of the council.**
- 3.36 Nothing in clause 3.35 prevents a councillor from requesting information from the Chief Executive Officer about a matter to be considered at a meeting, provided the information is also available to the public. Information requested

under this clause must be provided in a way that does not involve any discussion of the information.

- 3.37 The Chief Executive Officer will receive questions on business listed on the agenda from councillors up until midnight of the Sunday prior to the meeting. Answers and information will be collated and provided to council as a Supplementary Report 'Questions with Notice'. This will also be published on the morning of the meeting on Council's website.

#### 4 PUBLIC FORUMS

- 4.1 The council may hold a public forum prior to meetings of the council and committees of the council for the purpose of hearing oral submissions from members of the public on items of business to be considered at the meeting. Public forums may also be held prior to meetings of other committees of the council.
- 4.2 The council may determine the rules under which public forums are to be conducted and when they are to be held.
- 4.3 The public forum will commence 60 minutes prior to the meeting and last for no more than 30 minutes.
- 4.4 In addition to hearing oral submissions from members of the public, in person or via audio visual link, council staff may provide briefings on selected items that are being considered at the meeting.
- 4.5 Members of the public seeking to speak to Council will be required to register by 12noon on the day of the meeting. Those who wish to speak but have not registered will be considered subject to the number of speakers who have registered.
- 4.6 Members of the public will be given 3 minutes to speak. The Mayor may provide additional time, subject to the number of registrations, if they are speaking on more than one item.
- 4.7 The provisions of this code requiring the livestreaming of meetings also apply to public forums.

#### 5 COMING TOGETHER

##### Attendance by councillors at meetings

- 5.1 All councillors must make reasonable efforts to attend meetings of the council and of committees of the council of which they are members.
- Note: A councillor may not attend a meeting as a councillor (other than the first meeting of the council after the councillor is elected or a meeting at which the councillor takes an oath or makes an affirmation of office) until they have taken an oath or made an affirmation of office in the form prescribed under section 233A of the Act.**

- 5.2 The council may determine standards of dress for councillors when attending meetings.
- 5.3 A councillor cannot participate in a meeting of the council or of a committee of the council unless personally present at the meeting, unless permitted to attend the meeting by audio-visual link under this code.
- 5.4 Where a councillor is unable to attend one or more meetings of the council or committees of the council, the councillor should submit an apology for the meetings they are unable to attend, state the reasons for their absence from the meetings and request that the council grant them a leave of absence from the relevant meetings.
- 5.5 The council must not act unreasonably when considering whether to grant a councillor's request for a leave of absence.
- 5.6 Where a councillor makes an apology under clause 5.5, the council must determine by resolution whether to grant the councillor a leave of absence for the meeting for the purposes of section 234(1)(d) of the Act. If the council resolves not to grant a leave of absence for the meeting, it must state the reasons for its decision in its resolution.
- 5.7 A councillor's civic office will become vacant if the councillor is absent from three (3) consecutive ordinary meetings of the council without prior leave of the council, or leave granted by the council at any of the meetings concerned, unless the holder is absent because they have been suspended from office under the Act, or because the council has been suspended under the Act, or as a consequence of a compliance order under section 438HA.

**Note: Clause 5.7 reflects section 234(1)(d) of the Act.**

The quorum for a meeting

- 5.8 The quorum for a meeting of the council is a majority of the councillors of the council who hold office at that time and are not suspended from office.

**Note: Clause 5.8 reflects section 368(1) of the Act.**

- 5.9 Clause 5.9 does not apply if the quorum is required to be determined in accordance with directions of the Minister in a performance improvement order issued in respect of the council.

**Note: Clause 5.9 reflects section 368(2) of the Act.**

- 5.10 A meeting of the council must be adjourned if a quorum is not present:
- (a) at the commencement of the meeting where the number of apologies received for the meeting indicates that there will not be a quorum for the meeting, or
  - (b) within half an hour after the time designated for the holding of the meeting, or
  - (c) at any time during the meeting.

- 5.11 In either case, the meeting must be adjourned to a time, date, and place fixed:
- (a) by the chairperson, or
  - (b) in the chairperson's absence, by the majority of the councillors present, or
  - (c) failing that, by the Chief Executive Officer.
- 5.12 The Chief Executive Officer must record in the council's minutes the circumstances relating to the absence of a quorum (including the reasons for the absence of a quorum) at or arising during a meeting of the council, together with the names of the councillors present.
- 5.13 Where, prior to the commencement of a meeting, it becomes apparent that a quorum may not be present at the meeting, or that the health, safety or welfare of councillors, council staff and members of the public may be put at risk by attending the meeting because of a natural disaster or a public health emergency, the mayor may, in consultation with the Chief Executive Officer and, as far as is practicable, with each councillor, cancel the meeting. Where a meeting is cancelled, notice of the cancellation must be published on the council's website and in such other manner that the council is satisfied is likely to bring notice of the cancellation to the attention of as many people as possible.
- 5.14 Where a meeting is cancelled under clause 5.13, the business to be considered at the meeting may instead be considered, where practicable, at the next ordinary meeting of the council or at an extraordinary meeting called by the mayor under clause 3.3.

Meetings held by audio-visual link

- 5.15 A meeting of the council or a committee of the council may be held by audio-visual link where the mayor determines that the meeting should be held by audio-visual link because of a natural disaster or a public health emergency. The mayor may only make a determination under this clause where they are satisfied that attendance at the meeting may put the health and safety of councillors and staff at risk. The mayor must make a determination under this clause in consultation with the Chief Executive Officer and, as far as is practicable, with each councillor.
- 5.16 Where the mayor determines under clause 5.15 that a meeting is to be held by audio-visual link, the Chief Executive Officer must:
- (a) give written notice to all councillors that the meeting is to be held by audio-visual link, and
  - (b) take all reasonable steps to ensure that all councillors can participate in the meeting by audio-visual link, and
  - (c) cause a notice to be published on the council's website and in such other manner the Chief Executive Officer is satisfied will bring it to the attention of as many people as possible, advising that the meeting is to be held by audio-visual link and providing information about where members of the public may view the meeting.



- 5.17 This code applies to a meeting held by audio-visual link under clause 5.16 in the same way it would if the meeting was held in person.

**Note: Where a council holds a meeting by audio-visual link under clause 5.16, it is still required under section 10 of the Act to provide a physical venue for members of the public to attend in person and observe the meeting.**

Attendance by councillors at meetings by audio-visual link

- 5.18 Councillors may attend and participate in meetings of the council and committees of the council by audio-visual link with the approval of the council or the relevant committee where they are prevented from attending the meeting in person because of ill-health or other medical reasons or because of unforeseen caring responsibilities.
- 5.19 Clause 5.18 does not apply to meetings at which a mayoral election is to be held.
- 5.20 A request by a councillor for approval to attend a meeting by audio-visual link must be made in writing to the Chief Executive Officer prior to the meeting in question and must provide reasons why the councillor will be prevented from attending the meeting in person.
- 5.21 Councillors may request approval to attend more than one meeting by audio-visual link. Where a councillor requests approval to attend more than one meeting by audio-visual link, the request must specify the meetings the request relates to in addition to the information required under clause 5.20.
- 5.22 The council must comply with the Health Privacy Principles prescribed under the *Health Records and Information Privacy Act 2002* when collecting, holding, using and disclosing health information in connection with a request by a councillor to attend a meeting by audio-visual link.
- 5.23 A councillor who has requested approval to attend a meeting of the council or a committee of the council by audio-visual link may participate in the meeting by audio-visual link until the council or committee determines whether to approve their request and is to be taken as present at the meeting. The councillor may participate in a decision in relation to their request to attend the meeting by audio-visual link.
- 5.24 A decision whether to approve a request by a councillor to attend a meeting of the council or a committee of the council by audio-visual link must be made by a resolution of the council or the committee concerned. The resolution must state the meetings the resolution applies to.
- 5.25 If the council or committee refuses a councillor's request to attend a meeting by audio-visual link, their link to the meeting is to be terminated.
- 5.26 A decision whether to approve a councillor's request to attend a meeting by audio-visual link is at the council's or the relevant committee's discretion. The

council and committees of the council must act reasonably when considering requests by councillors to attend meetings by audio-visual link.

- 5.27 The council and committees of the council may refuse a councillor's request to attend a meeting by audio-visual link where the council or committee is satisfied that the councillor has failed to appropriately declare and manage conflicts of interest, observe confidentiality or to comply with this code on one or more previous occasions they have attended a meeting of the council or a committee of the council by audio-visual link.
- 5.28 This code applies to a councillor attending a meeting by audio-visual link in the same way it would if the councillor was attending the meeting in person. Where a councillor is permitted to attend a meeting by audio-visual link under this code, they are to be taken as attending the meeting in person for the purposes of the code and will have the same voting rights as if they were attending the meeting in person.
- 5.29 A councillor must give their full attention to the business and proceedings of the meeting when attending a meeting by audio-visual link. The councillor's camera must be on at all times during the meeting except as may be otherwise provided for under this code.
- 5.30 A councillor must be appropriately dressed when attending a meeting by audio-visual link and must ensure that no items are within sight of the meeting that are inconsistent with the maintenance of order at the meeting or that are likely to bring the council or the committee into disrepute.

#### Entitlement of the public to attend council meetings

- 5.31 Everyone is entitled to attend a meeting of the council and committees of the council. The council must ensure that all meetings of the council and committees of the council are open to the public.

**Note: Clause 5.31 reflects section 10(1) of the Act.**

**Note: Notwithstanding clause 5.31, a limitation may be placed on the number of members of the public admitted to a meeting of the Council or a Committee of the Council, where such a limitation is for reason of safety or security.**

- 5.32 Clause 5.31 does not apply to parts of meetings that have been closed to the public under section 10A of the Act.
- 5.33 A person (whether a councillor or another person) is not entitled to be present at a meeting of the council or a committee of the council if expelled from the meeting:
- (a) by a resolution of the meeting, or
  - (b) by the person presiding at the meeting if the council has, by resolution, authorised the person presiding to exercise the power of expulsion.

**Note: Clause 5.33 reflects section 10(2) of the Act.**

- 5.34 On the adoption of this code and at the commencement of each council term, the council must determine whether to authorise the person presiding at a meeting to exercise a power of expulsion.

**Note: If adopted, clauses 15.15 and 15.16 confer a standing authorisation on all chairpersons of meetings of the council and committees of the council to expel persons from meetings. If adopted, clause 15.15 authorises chairpersons to expel any person, including a councillor, from a council or committee meeting. Alternatively, if adopted, clause 15.16 authorises chairpersons to expel persons other than councillors from a council or committee meeting.**

#### Livestreaming of meetings

- 5.35 Each meeting of the council or a committee of the council is to be recorded by means of an audio-visual device.
- 5.36 At the start of each meeting of the council or a committee of the council, the chairperson must inform the persons attending the meeting that:
- (a) the meeting is being recorded and made publicly available on the council's website, and
  - (b) persons attending the meeting should refrain from making any defamatory statements.
- 5.37 The recording of a meeting is to be made publicly available on the council's website at the same time as the meeting is taking place or as soon as practicable after the meeting, if technical difficulties are being experienced during the meeting.
- 5.38 The recording of a meeting is to be made publicly available on the council's website for at least 12 months after the meeting or for the balance of the council's term, whichever is the longer period.
- 5.39 Clauses 5.35 - 5.38 do not apply to any part of a meeting that has been closed to the public in accordance with section 10A of the Act.

**Note: Clauses 5.35 – 5.39 reflect section 236 of the Regulation.**

- 5.40 Recordings of meetings may be disposed of in accordance with the *State Records Act 1998*.

#### Attendance of the Chief Executive Officer and other staff at meetings

- 5.41 The Chief Executive Officer is entitled to attend, but not to vote at, a meeting of the council or a meeting of a committee of the council of which all of the members are councillors.

**Note: Clause 5.42 reflects section 376(1) of the Act.**

- 5.42 The Chief Executive Officer is entitled to attend a meeting of any other committee of the council and may, if a member of the committee, exercise a vote.

**Note: Clause 5.43 reflects section 376(2) of the Act.**

- 5.43 The Chief Executive Officer may be excluded from a meeting of the council or a committee while the council or committee deals with a matter relating to the standard of performance of the Chief Executive Officer or the terms of employment of the Chief Executive Officer.

**Note: Clause 5.43 reflects section 376(3) of the Act.**

- 5.44 The attendance of other council staff at a meeting, (other than as members of the public) shall be determined by the Chief Executive Officer in consultation with the mayor.

## 6 THE CHAIRPERSON

### The chairperson at meetings

- 6.1 The mayor, or at the request of or in the absence of the mayor, the deputy mayor (if any) presides at meetings of the council.

**Note: Clause 6.1 reflects section 369(1) of the Act.**

- 6.2 If the mayor and the deputy mayor (if any) are absent, a councillor elected to chair the meeting by the councillors present presides at a meeting of the council.

**Note: Clause 6.2 reflects section 369(2) of the Act.**

### Election of the chairperson in the absence of the mayor and deputy mayor

- 6.3 If no chairperson is present at a meeting of the council at the time designated for the holding of the meeting, the first business of the meeting must be the election of a chairperson to preside at the meeting.

- 6.4 The election of a chairperson must be conducted:

- (a) by the Chief Executive Officer or, in their absence, an employee of the council designated by the Chief Executive Officer to conduct the election, or
- (b) by the person who called the meeting or a person acting on their behalf if neither the Chief Executive Officer nor a designated employee is present at the meeting, or if there is no Chief Executive Officer or designated employee.

- 6.5 If, at an election of a chairperson, two (2) or more candidates receive the same number of votes and no other candidate receives a greater number of votes, the chairperson is to be the candidate whose name is chosen by lot.

- 6.6 For the purposes of clause 6.5, the person conducting the election must:

- (a) arrange for the names of the candidates who have equal numbers of votes to be written on similar slips, and
- (b) then fold the slips so as to prevent the names from being seen, mix the

slips and draw one of the slips at random.

- 6.7 The candidate whose name is on the drawn slip is the candidate who is to be the chairperson.
- 6.8 Any election conducted under clause 6.3, and the outcome of the vote, are to be recorded in the minutes of the meeting.

#### Chairperson to have precedence

- 6.9 When the chairperson rises or speaks during a meeting of the council:
- (a) any councillor then speaking or seeking to speak must cease speaking and, if standing, immediately resume their seat, and
  - (b) every councillor present must be silent to enable the chairperson to be heard without interruption.

### **7 MODES OF ADDRESS**

- 7.1 Where physically able to, councillors and staff should stand when the mayor enters the chamber and when addressing the meeting.
- 7.2 If the chairperson is the mayor, they are to be addressed as 'Mr Mayor', 'Madam Mayor' or 'Mayor'.
- 7.3 If the chairperson is the deputy mayor, they are to be addressed as 'Mr Deputy Mayor', or 'Madam Deputy Mayor' or 'Deputy Mayor'.
- 7.4 Where the chairperson is not the mayor or deputy mayor, they are to be addressed as either 'Mr Chairperson' or 'Madam Chairperson' or 'Chair'.
- 7.5 A councillor is to be addressed as 'Councillor [surname]'.
- 7.6 A council officer is to be addressed by their official designation or as Mr/Ms/Mx [surname].

### **8 ORDER OF BUSINESS FOR ORDINARY COUNCIL MEETINGS**

- 8.1 At a meeting of the council, the general order of business is as fixed by resolution of the council.
- The general order of business for an ordinary meeting of the council shall be:
- 1. Opening
  - 2. Prayer
  - 3. Acknowledgement of Country
  - 4. Condolences
  - 5. Apologies and Applications for Leave of Absence by Councillors
  - 6. Disclosures of Interests
  - 7. Confirmation of Minutes
  - 8. Mayoral Minute(s)
  - 9. Notices of Motions of Rescission
  - 10. Notices of Motion
  - 11. Consideration of Matters by Exception
  - 12. Reports to Council - Items for Determination
  - 13. Reports to Council - Items for Information
  - 14. Reports of Committees

- 15. Reports to Council – Delegates Reports
- 16. Questions with Notice
- 17. Notice of Intention to Deal with Matters in Closed Session
- 18. Reports for Closed Session
- 19. Conclusion of Meeting

- 8.2 The order of business as fixed under clause 8.1 may be altered for a particular meeting of the council if a motion to that effect is passed at that meeting. Such a motion can be moved without notice.

**Note: If adopted, Part 13 allows council to deal with items of business by exception.**

- 8.3 Despite any other provision of this code, only the mover of a motion referred to in clause 8.2 and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.

## 9 CONSIDERATION OF BUSINESS AT COUNCIL MEETINGS

### Business that can be dealt with at a council meeting

- 9.1 The council must not consider business at a meeting of the council:
- (a) unless a councillor has given notice of the business, as required by clause 3.10, and
  - (b) unless notice of the business has been sent to the councillors in accordance with clause 3.7 in the case of an ordinary meeting or clause 3.9 in the case of an extraordinary meeting called in an emergency.
- 9.2 Clause 9.1 does not apply to the consideration of business at a meeting, if the business:
- (a) is already before, or directly relates to, a matter that is already before the council, or
  - (b) is the election of a chairperson to preside at the meeting, or
  - (c) is a matter or topic put to the meeting by way of a mayoral minute, or
  - (d) is a motion for the adoption of recommendations of a committee of the council.
- 9.3 Despite clause 9.1, business may be considered at a meeting of the council at which all councillors are present even though due notice has not been given of the business to councillors, if the council resolves to deal with the business on the grounds that it is urgent and requires a decision by the council before the next scheduled ordinary meeting. A resolution adopted under this clause must state the reasons for the urgency.
- 9.4 A motion moved under clause 9.3 can be moved without notice. Despite any other provision of this code, only the mover of a motion referred to in clause 9.3 and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.
- 9.5 If all councillors are not present at a meeting, the council may only deal with business at the meeting that councillors have not been given due notice of, where a resolution is adopted in accordance with clause 9.3, and the

chairperson also rules that the business is urgent and requires a decision by the council before the next scheduled ordinary meeting.

- 9.6 A motion of dissent cannot be moved against a ruling by the chairperson under clause 9.5.

#### Mayoral minutes

- 9.7 The mayor may, by minute signed by the mayor, put to the meeting without notice any matter or topic that the mayor determines should be considered at the meeting.
- 9.8 A mayoral minute, when put to a meeting, takes precedence over all business on the council's agenda for the meeting. The mayor may move the adoption of a mayoral minute without the motion being seconded.
- 9.9 A recommendation made in a mayoral minute put by the mayor is, so far as it is adopted by the council, a resolution of the council.

#### Staff reports

- 9.10 A recommendation made in a staff report is, so far as it is adopted by the council, a resolution of the council.

#### Reports of committees of council

- 9.11 The recommendations of a committee of the council are, so far as they are adopted by the council, resolutions of the council.
- 9.12 If in a report of a committee of the council distinct recommendations are made, the council may make separate decisions on each recommendation.

#### Questions

- 9.13 A question must not be asked at a meeting of the council unless it concerns a matter on the agenda of the meeting or notice has been given of the question in accordance with clauses 3.10 and 3.18, unless the council determines otherwise in accordance with this code.
- 9.14 A councillor may, through the chairperson, ask another councillor about a matter on the agenda.
- 9.15 A councillor may, through the mayor, ask the Chief Executive Officer about a matter on the agenda. The Chief Executive Officer may request another council employee to answer the question.
- 9.16 A councillor or council employee to whom a question is put is entitled to be given reasonable notice of the question and, in particular, sufficient notice to enable reference to be made to other persons or to information. Where a councillor or council employee to whom a question is put is unable to

respond to the question at the meeting at which it is put, they may take it on notice and report the response to the next meeting of the council.

- 9.17 Councillors must ask questions directly, succinctly, and without argument.
- 9.18 The chairperson must not permit discussion on any reply to, or refusal to reply to, a question put to a councillor or council employee.

## 10 RULES OF DEBATE

### Motions to be seconded

- 10.1 Unless otherwise specified in this code, a motion or an amendment cannot be debated unless or until it has been seconded.

### Notices of motion

- 10.2 A councillor who has submitted a notice of motion under clause 3.10 is to move the motion the subject of the notice of motion at the meeting at which it is to be considered.
- 10.3 If a councillor who has submitted a notice of motion under clause 3.10 wishes to withdraw it, they may request its withdrawal at any time. If the notice of motion is withdrawn after the agenda and business paper for the meeting at which it is to be considered have been sent to councillors, the chairperson is to note the withdrawal of the notice of motion at the meeting unless the council determines to consider the notice of motion at the meeting.
- 10.4 In the absence of a councillor who has placed a notice of motion on the agenda for a meeting of the council:
- (a) any other councillor may, with the leave of the chairperson, move the motion at the meeting, or
  - (b) the chairperson may defer consideration of the motion until the next meeting of the council.

### Chairperson's duties with respect to motions

- 10.5 It is the duty of the chairperson at a meeting of the council to receive and put to the meeting any lawful motion that is brought before the meeting.
- 10.6 Where a motion is moved and seconded, the chairperson shall enquire before the speech in support of the motion whether there is any dissent, if there is no dissent the motion shall then be put without discussion. When



dissent is expressed the speakers shall be in a series of for and against as per clauses 10.21-10.32.

- 10.7 The chairperson must rule out of order any motion or amendment to a motion that is unlawful or the implementation of which would be unlawful.
- 10.8 Before ruling out of order a motion or an amendment to a motion under clause 10.7 the chairperson is to give the mover an opportunity to clarify or amend the motion or amendment.
- 10.9 Any motion, amendment or other matter that the chairperson has ruled out of order is taken to have been lost.

#### Amendments to motions

- 10.10 An amendment to a motion must be moved and seconded before it can be debated.
- 10.11 An amendment to a motion must relate to the matter being dealt with in the original motion before the council and must not be a direct negative of the original motion. An amendment to a motion which does not relate to the matter being dealt with in the original motion, or which is a direct negative of the original motion, must be ruled out of order by the chairperson.
- 10.12 The mover of an amendment is to be given the opportunity to explain any uncertainties in the proposed amendment before a seconder is called for.
- 10.13 If an amendment has been lost, a further amendment can be moved to the motion to which the lost amendment was moved, and so on, but no more than one (1) motion and one (1) proposed amendment can be before council at any one time.
- 10.14 While an amendment is being considered, debate must only occur in relation to the amendment and not the original motion. Debate on the original motion is to be suspended while the amendment to the original motion is being debated.  
Note: The mover of the Motion has the right to speak to the Motion before any consideration of the Amendment.
- 10.15 If the amendment is carried, it becomes the motion and is to be debated. If the amendment is lost, debate is to resume on the original motion.
- 10.16 An amendment may become the motion without debate or a vote where it is accepted by the councillor who moved the original motion.

#### Foreshadowed Motions

- 10.17 A councillor may propose a foreshadowed motion in relation to the matter the subject of the original motion before the council, without a seconder during debate on the original motion. The foreshadowed motion is only to be considered if the original motion is lost or withdrawn and the foreshadowed

motion is then moved and seconded. If the original motion is carried, the foreshadowed motion lapses.

- 10.18 Where an amendment has been moved and seconded, a councillor may, without a seconder, foreshadow a further amendment that they propose to move after the first amendment has been dealt with. There is no limit to the number of foreshadowed amendments that may be put before the council at any time. However, no discussion can take place on foreshadowed amendments until the previous amendment has been dealt with and the foreshadowed amendment has been moved and seconded.
- 10.19 Foreshadowed motions and foreshadowed amendments are to be considered in the order in which they are proposed. However, foreshadowed motions cannot be considered until all amendments have been dealt with.

#### Limitations on the number and duration of speeches

- 10.20 A councillor who, during a debate at a meeting of the council, moves an original motion, has the right to speak on each amendment to the motion and a right of general reply to all observations that are made during the debate in relation to the motion, and any amendment to it at the conclusion of the debate before the motion (whether amended or not) is finally put.
- 10.21 A councillor, other than the mover of an original motion, has the right to speak once on the motion and once on each amendment to it.
- 10.22 A councillor must not, without the consent of the council, speak more than once on a motion or an amendment, or for longer than five (5) minutes at any one time.
- 10.23 Despite clause 10.22, the chairperson may permit a councillor who claims to have been misrepresented or misunderstood to speak more than once on a motion or an amendment, and for longer than five (5) minutes on that motion or amendment to enable the councillor to make a statement limited to explaining the misrepresentation or misunderstanding.
- 10.24 Despite clauses 10.20 and 10.21, a councillor may move that a motion or an amendment be now put:
- (a) if the mover of the motion or amendment has spoken in favour of it and no councillor expresses an intention to speak against it, or
  - (b) if at least two (2) councillors have spoken in favour of the motion or amendment and at least two (2) councillors have spoken against it.
- 10.25 The chairperson must immediately put to the vote, without debate, a motion moved under clause 10.24. A seconder is not required for such a motion.
- 10.26 If a motion that the original motion or an amendment be now put is passed, the chairperson must, without further debate, put the original motion or

amendment to the vote immediately after the mover of the original motion has exercised their right of reply under clause 10.20.

- 10.27 If a motion that the original motion or an amendment be now put is lost, the chairperson must allow the debate on the original motion or the amendment to be resumed.
- 10.28 All councillors must be heard without interruption and all other councillors must, unless otherwise permitted under this code, remain silent while another councillor is speaking.
- 10.29 Once the debate on a matter has concluded and a matter has been dealt with, the chairperson must not allow further debate on the matter.
- 10.30 Clause 10.29 does not prevent a further motion from being moved on the same item of business where the original motion is lost provided the motion is not substantially the same as the one that is lost.

## 11 VOTING

### Voting entitlements of councillors

- 11.1 Each councillor is entitled to one (1) vote.  
**Note: Clause 11.1 reflects section 370(1) of the Act.**
- 11.2 The person presiding at a meeting of the council has, in the event of an equality of votes, a second or casting vote.  
**Note: Clause 11.2 reflects section 370(2) of the Act.**
- 11.3 Where the chairperson declines to exercise, or fails to exercise, their second or casting vote, in the event of an equality of votes, the motion being voted upon is lost.

### Voting at council meetings

- 11.4 A councillor who is present at a meeting of the council but who fails to vote on a motion put to the meeting is taken to have voted against the motion.
- 11.5 Voting at a meeting, including voting in an election at a meeting, is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system). However, the council may resolve that the voting in any election by councillors for mayor or deputy mayor is to be by secret ballot.
- 11.6 All voting at council meetings, (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of councillors who voted for and against each motion or amendment (including the use of the casting vote) being recorded.

Voting on planning decisions

- 11.7 The council or a council committee must not make a final planning decision without receiving a staff report containing an assessment and recommendation in relation to the matter put before the council for a decision.
- 11.8 Where the council or a council committee makes a planning decision that is inconsistent with the recommendation made in a staff report, it must provide reasons for its decision and why it did not adopt the staff recommendation.
- 11.9 The Chief Executive Officer must keep a register containing, for each planning decision made at a meeting of the council or a council committee (including, but not limited to a committee of the council), the names of the councillors who supported the decision and the names of any councillors who opposed (or are taken to have opposed) the decision.
- 11.10 For the purpose of maintaining the register, a division is taken to have been called whenever a motion for a planning decision is put at a meeting of the council or a council committee.
- 11.11 Each decision recorded in the register is to be described in the register or identified in a manner that enables the description to be obtained from another publicly available document.
- 11.12 Clauses 11.9 apply also to meetings that are closed to the public.

**Note: Clauses 11.9-11.12 reflect section 375A of the Act.**

**Note: The requirements of clause 11.9 may be satisfied by maintaining a register of the minutes of each planning decision.**

**12 COMMITTEE OF THE WHOLE**

- 12.1 The council may resolve itself into a committee to consider any matter before the council.
- Note: Clause 12.1 reflects section 373 of the Act.**
- 12.2 All the provisions of this code relating to meetings of the council, so far as they are applicable, extend to and govern the proceedings of the council when in committee of the whole, except the provisions limiting the number and duration of speeches and encouraging councillors and staff to stand when addressing the meeting.

**Note: Clauses 10.20 - 10.30 limit the number and duration of speeches.**

**Note: Clause 7.1 encourages councillors and staff to stand when addressing the meeting where they can.**

- 12.3 The Chief Executive Officer or, in the absence of the Chief Executive Officer, an employee of the council designated by the Chief Executive Officer, is responsible for reporting to the council the proceedings of the committee of the whole. It is not necessary to report the proceedings in full, but any recommendations of the committee must be reported.
- 12.4 The council must ensure that a report of the proceedings (including any recommendations of the committee) is recorded in the council's minutes. However, the council is not taken to have adopted the report until a motion for adoption has been made and passed.

### **13 DEALING WITH ITEMS BY EXCEPTION**

- 13.1 The council or a committee of council may, at any time, resolve to adopt multiple items of business on the agenda together by way of a single resolution where it considers it necessary to expedite the consideration of business at a meeting.
- 13.2 Before the council or committee resolves to adopt multiple items of business on the agenda together under clause , the chairperson must list the items of business to be adopted and ask councillors to identify any individual items of business listed by the chairperson that they intend to vote against the recommendation made in the business paper or that they wish to speak on.
- 13.3 The council or committee must not resolve to adopt any item of business under clause 13.1 that a councillor has identified as being one they intend to vote against the recommendation made in the business paper or to speak on.
- 13.4 Where the consideration of multiple items of business together under clause 13.1 involves a variation to the order of business for the meeting, the council or committee must resolve to alter the order of business in accordance with clause 8.2.
- 13.5 A motion to adopt multiple items of business together under clause 13.1 must identify each of the items of business to be adopted and state that they are to be adopted as recommended in the business paper.
- 13.6 Items of business adopted under clause 13.1 are to be taken to have been adopted unanimously.
- 13.7 Councillors must ensure that they declare and manage any conflicts of interest they may have in relation to items of business considered together under clause 13.1.

## 14 CLOSURE OF COUNCIL MEETINGS TO THE PUBLIC

### Grounds on which meetings can be closed to the public

- 14.1 The council or a committee of the council may close to the public so much of its meeting as comprises the discussion or the receipt of any of the following types of matters:
- (a) personnel matters concerning particular individuals (other than councillors),
  - (b) the personal hardship of any resident or ratepayer,
  - (c) information that would, if disclosed, confer a commercial advantage on a person with whom the council is conducting (or proposes to conduct) business,
  - (d) commercial information of a confidential nature that would, if disclosed:
    - (i) prejudice the commercial position of the person who supplied it, or
    - (ii) confer a commercial advantage on a competitor of the council, or
    - (iii) reveal a trade secret,
  - (e) information that would, if disclosed, prejudice the maintenance of law,
  - (f) matters affecting the security of the council, councillors, council staff or council property,
  - (g) advice concerning litigation, or advice that would otherwise be privileged from production in legal proceedings on the ground of legal professional privilege,
  - (h) information concerning the nature and location of a place or an item of Aboriginal significance on community land,
  - (i) alleged contraventions of the council's code of conduct.

**Note: Clause 14.1 reflects section 10A(1) and (2) of the Act.**

- 14.2 The grounds on which a meeting is closed to the public must be specified in the decision to close the meeting and recorded in the minutes of the meeting.
- 14.3 The council or a committee of the council may also close to the public so much of its meeting as comprises a motion to close another part of the meeting to the public.

**Note: Clause 14.3 reflects section 10A(3) of the Act.**

### Matters to be considered when closing meetings to the public

- 14.4 A meeting is not to remain closed during the discussion of anything referred to in clause 14.1:
- (a) except for so much of the discussion as is necessary to preserve the relevant confidentiality, privilege or security, and
  - (b) if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret – unless the council or committee concerned is satisfied that discussion of the matter in an open meeting would, on balance, be contrary to the public interest.

**Note: Clause 14.4 reflects section 10B(1) of the Act.**

- 14.5 A meeting is not to be closed during the receipt and consideration of information or advice referred to in clause 14.1(g) unless the advice concerns legal matters that:
- (a) are substantial issues relating to a matter in which the council or committee is involved, and
  - (b) are clearly identified in the advice,
  - (c) are fully discussed in that advice, and
  - (d) are subject to legal professional privilege.

**Note: Clause 14.5 reflects section 10B(2) of the Act.**

- 14.6 If a meeting is closed during the discussion of a motion to close another part of the meeting to the public (as referred to in clause 14.2), the consideration of the motion must not include any consideration of the matter or information to be discussed in that other part of the meeting other than consideration of whether the matter concerned is a matter referred to in clause 14.1.

**Note: Clause 14.6 reflects section 10B(3) of the Act.**

- 14.7 For the purpose of determining whether the discussion of a matter in an open meeting would be contrary to the public interest, it is irrelevant that:
- (a) a person may misinterpret or misunderstand the discussion, or
  - (b) the discussion of the matter may:
    - (i) cause embarrassment to the council or committee concerned, or to councillors or to employees of the council, or
    - (ii) cause a loss of confidence in the council or committee.

**Note: Clause 14.7 reflects section 10B(4) of the Act.**

- 14.8 In deciding whether part of a meeting is to be closed to the public, the council or committee concerned must consider any relevant guidelines issued by the Departmental Chief Executive of the Office of Local Government.

**Note: Clause 14.8 reflects section 10B(5) of the Act.**

Notice of likelihood of closure not required in urgent cases

- 14.9 Part of a meeting of the council, or of a committee of the council, may be closed to the public while the council or committee considers a matter that has not been identified in the agenda for the meeting under clause 3.19 as a matter that is likely to be considered when the meeting is closed, but only if:
- (a) it becomes apparent during the discussion of a particular matter that the matter is a matter referred to in clause 14.1, and
  - (b) the council or committee, after considering any representations made under clause 14.9, resolves that further discussion of the matter:
    - (i) should not be deferred (because of the urgency of the matter), and
    - (ii) should take place in a part of the meeting that is closed to the public.

**Note: Clause 14.9 reflects section 10C of the Act.**

Representations by members of the public

- 14.10 The council, or a committee of the council, may allow members of the public to make representations to or at a meeting, before any part of the meeting is closed to the public, as to whether that part of the meeting should be closed.

**Note: Clause 14.9 reflects section 10A(4) of the Act.**

- 14.11 A representation under clause 14.10 is to be made after the motion to close the part of the meeting is moved and seconded.
- 14.12 Despite clauses 14.10 and 14.11, the council may resolve to close the meeting to the public in accordance with this Part to hear a representation from a member of the public as to whether the meeting should be closed to consider an item of business where the representation involves the disclosure of information relating to a matter referred to in clause 14.1.
- 14.13 Where the matter has been identified in the agenda of the meeting under clause 3.22 as a matter that is likely to be considered when the meeting is closed to the public, in order to make representations under clause 14.9, members of the public must first make an application to the council in a manner determined by the council.
- 14.14 The Chief Executive Officer (or their delegate) may refuse an application made under clause 14.13. The Chief Executive Officer or their delegate must give reasons in writing for a decision to refuse an application.
- 14.15 There shall be no limit to the number of speakers that may be permitted to make representations under clause 14.10, however the Chief Executive Officer or their delegate may request, for expediency, that speakers nominate from among themselves the persons who are to make representations to the council. If the speakers are not able to agree on whom to nominate to make representations under clause 14.10, the Chief Executive Officer or their delegate is to determine who will make representations to the council.
- 14.16 The Chief Executive Officer (or their delegate) is to determine the order of speakers.
- 14.17 Where the council or a committee of the council proposes to close a meeting or part of a meeting to the public in circumstances where the matter has not been identified in the agenda for the meeting under clause 3.22 as a matter that is likely to be considered when the meeting is closed to the public, the chairperson is to invite representations from the public under clause 14.10 after the motion to close the part of the meeting is moved and seconded. There is no limit to the number of speakers the chairperson may permit to make representations in such order as determined by the chairperson.
- 14.18 Each speaker will be allowed three (3) minutes to make representations, and this time limit is to be strictly enforced by the chairperson. Speakers must confine their representations to whether the meeting should be closed to the public. If a speaker digresses to irrelevant matters, the chairperson is to



direct the speaker not to do so. If a speaker fails to observe a direction from the chairperson, the speaker will not be further heard.

Expulsion of non-councillors from meetings closed to the public

- 14.19 If a meeting or part of a meeting of the council or a committee of the council is closed to the public in accordance with section 10A of the Act and this code, any person who is not a councillor and who fails to leave the meeting when requested, may be expelled from the meeting as provided by section 10(2)(a) or (b) of the Act.
- 14.20 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using such force as is reasonably necessary, remove the first-mentioned person from that place and, if necessary restrain that person from re-entering that place for the remainder of the meeting.

**Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.**

Obligations of councillors attending meetings by audio-visual link

- 14.21 Councillors attending a meeting by audio-visual link must ensure that no other person is within sight or hearing of the meeting at any time that the meeting is closed to the public under section 10A of the Act.

Information to be disclosed in resolutions closing meetings to the public

- 14.22 The grounds on which part of a meeting is closed must be stated in the decision to close that part of the meeting and must be recorded in the minutes of the meeting. The grounds must specify the following:
- (a) the relevant provision of section 10A(2) of the Act,
  - (b) the matter that is to be discussed during the closed part of the meeting,
  - (c) the reasons why the part of the meeting is being closed, including (if the matter concerned is a matter other than a personnel matter concerning particular individuals, the personal hardship of a resident or ratepayer or a trade secret) an explanation of the way in which discussion of the matter in an open meeting would be, on balance, contrary to the public interest.

**Note: Clause 14.22 reflects section 10D of the Act.**

Resolutions passed at closed meetings to be made public

- 14.23 If the council passes a resolution during a meeting, or a part of a meeting, that is closed to the public, the chairperson must make the resolution public as soon as practicable after the meeting, or the relevant part of the meeting,

has ended, and the resolution must be recorded in the publicly available minutes of the meeting.

- 14.24 Resolutions passed during a meeting, or a part of a meeting, that is closed to the public must be made public by the chairperson under clause 14.17 during a part of the meeting that is livestreamed where practicable.
- 14.25 The Chief Executive Officer must cause business papers for items of business considered during a meeting, or part of a meeting, that is closed to public, to be published on the council's website as soon as practicable after the information contained in the business papers ceases to be confidential.
- 14.26 The Chief Executive Officer must consult with the council and any other affected persons before publishing information on the council's website under clause 14.19 and provide reasons for why the information has ceased to be confidential.

## **15 KEEPING ORDER AT MEETINGS**

### Points of order

- 15.1 A councillor may draw the attention of the chairperson to an alleged breach of this code by raising a point of order. A point of order does not require a seconder.
- 15.2 A point of order must be taken immediately it is raised. The chairperson must suspend the business before the meeting and permit the councillor raising the point of order to state the provision of this code they believe has been breached. The chairperson must then rule on the point of order – either by upholding it or by overruling it.

### Questions of order

- 15.3 The chairperson, without the intervention of any other councillor, may call any councillor to order whenever, in the opinion of the chairperson, it is necessary to do so.
- 15.4 A councillor who claims that another councillor has committed an act of disorder, or is out of order, may call the attention of the chairperson to the matter.
- 15.5 The chairperson must rule on a question of order immediately after it is raised but, before doing so, may invite the opinion of the council.
- 15.6 The chairperson's ruling must be obeyed unless a motion dissenting from the ruling is passed.

### Motions of dissent

- 15.7 A councillor can, without notice, move to dissent from a ruling of the chairperson on a point of order or a question of order. If that happens, the

chairperson must suspend the business before the meeting until a decision is made on the motion of dissent.

- 15.8 If a motion of dissent is passed, the chairperson must proceed with the suspended business as though the ruling dissented from had not been given. If, as a result of the ruling, any motion or business has been rejected as out of order, the chairperson must restore the motion or business to the agenda and proceed with it in due course.
- 15.9 Despite any other provision of this code, only the mover of a motion of dissent and the chairperson can speak to the motion before it is put. The mover of the motion does not have a right of general reply.

#### Acts of disorder

- 15.10 A councillor commits an act of disorder if the councillor, at a meeting of the council or a committee of the council:
- (a) contravenes the Act, the Regulation or this code, or
  - (b) assaults or threatens to assault another councillor or person present at the meeting, or
  - (c) moves or attempts to move a motion or an amendment that has an unlawful purpose or that deals with a matter that is outside the jurisdiction of the council or the committee, or addresses or attempts to address the council or the committee on such a motion, amendment or matter, or
  - (d) uses offensive or disorderly words, or
  - (e) makes gestures or otherwise behaves in a way that is sexist, racist, homophobic or otherwise discriminatory, or, if the behaviour occurred in the Legislative Assembly, would be considered disorderly, or
  - (f) imputes improper motives to or unfavourably personally reflects upon any other council official, or a person present at the meeting, except by a motion, or
  - (g) says or does anything that would promote disorder at the meeting or is otherwise inconsistent with maintaining order at the meeting.

**Note: Clause 15.10 reflects section 182 of the Regulation.**

**Note: The Legislative Assembly's Speaker's Guidelines state that "Members are not to use language, make gestures, or behave in any way in the Chamber that is sexist, racist, homophobic or otherwise exclusionary or discriminatory. Such conduct may be considered offensive and disorderly, in accordance with Standing Order 74".**

- 15.11 The chairperson may require a councillor:
- (a) to apologise without reservation for an act of disorder referred to in clauses 15.10(a), (b), (d), (e), or (g), or
  - (b) to withdraw a motion or an amendment referred to in clause 15.10(c) and, where appropriate, to apologise without reservation, or
  - (c) to retract and apologise without reservation for any statement that constitutes an act of disorder referred to in clauses 15.10(d), (e), (f) or (g).

**Note: Clause 15.11 reflects section 233 of the Regulation.**

- 15.12 A failure to comply with a requirement under clause 15.11 constitutes a fresh act of disorder for the purposes of clause 15.10.
- 15.13 Where a councillor fails to take action in response to a requirement by the chairperson to remedy an act of disorder under clause 15.11 at the meeting at which the act of disorder occurred, the chairperson may require the councillor to take that action at each subsequent meeting until such time as the councillor complies with the requirement. If the councillor fails to remedy the act of disorder at a subsequent meeting, they may be expelled from the meeting under clause 15.18.

How disorder at a meeting may be dealt with

- 15.14 If disorder occurs at a meeting of the council, the chairperson may adjourn the meeting for a period of not more than fifteen (15) minutes and leave the chair. The council, on reassembling, must, on a question put from the chairperson, decide without debate whether the business is to be proceeded with or not. This clause applies to disorder arising from the conduct of members of the public as well as disorder arising from the conduct of councillors.

Expulsion from meetings

- 15.15 All chairpersons of meetings of the council and committees of the council are authorised under this code to expel any person, including any councillor, from a council or committee meeting, for the purposes of section 10(2)(b) of the Act.
- ~~15.16 All chairpersons of meetings of the council and committees of the council are authorised under this code to expel any person other than a councillor, from a council or committee meeting, for the purposes of section 10(2)(b) of the Act. Councillors may only be expelled by resolution of the council or the committee of the council.~~

**Note: Councils may use either clause 15.15 or clause 15.16.**

- 15.17 Clause 15.15 does not limit the ability of the council or a committee of the council to resolve to expel a person, including a councillor, from a council or committee meeting, under section 10(2)(a) of the Act.
- 15.18 A councillor may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for having failed to comply with a requirement under clause 15.11 or clause 15.13. The expulsion of a councillor from the meeting for that reason does not prevent any other action from being taken against the councillor for the act of disorder concerned.

**Note: Clause 15.18 reflects section 233(2) of the Regulation.**

- 15.19 A member of the public may, as provided by section 10(2)(a) or (b) of the Act, be expelled from a meeting of the council for engaging in or having engaged in disorderly conduct at the meeting.
- 15.20 Members of the public attending a meeting of the council:
- (a) must remain silent during the meeting unless invited by the chairperson to speak,
  - (b) must not bring flags, signs or protest symbols to the meeting, and
  - (c) must not disrupt the meeting.
- 15.21 Without limiting clause 15.19, a contravention of clause 15.20 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.19. Members of the public may, as provided by section 10(2) of the Act, be expelled from a meeting for a breach of clause 15.20.
- 15.22 Where a councillor or a member of the public is expelled from a meeting, the expulsion and the name of the person expelled, if known, are to be recorded in the minutes of the meeting.
- 15.23 If a councillor or a member of the public fails to leave the place where a meeting of the council is being held immediately after they have been expelled, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using such force as is reasonably necessary, remove the councillor or member of the public from that place and, if necessary, restrain the councillor or member of the public from re-entering that place for the remainder of the meeting.

**Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.**

How disorder by councillors attending meetings by audio-visual link may be dealt with

- 15.24 Where a councillor is attending a meeting by audio-visual link, the chairperson or a person authorised by the chairperson may mute the councillor's audio link to the meeting for the purposes of enforcing compliance with this code.
- 15.25 If a councillor attending a meeting by audio-visual link is expelled from a meeting for an act of disorder, the chairperson of the meeting or a person authorised by the chairperson, may terminate the councillor's audio-visual link to the meeting.

Use of mobile phones and the unauthorised recording of meetings

- 15.26 Councillors, council staff and members of the public must ensure that mobile phones are turned to silent during meetings of the council and committees of the council.
- 15.27 A person must not live stream or use an audio recorder, video camera, mobile phone or any other device to make a recording of the proceedings of

a meeting of the council or a committee of the council without the prior authorisation of the council or the committee.

15.28 Without limiting clause 15.19, a contravention of clause 15.27 or an attempt to contravene that clause, constitutes disorderly conduct for the purposes of clause 15.19. Any person who contravenes or attempts to contravene clause 15.27, may, as provided for under section 10(2) of the Act, be expelled from the meeting.

15.29 If any such person, after being notified of a resolution or direction expelling them from the meeting, fails to leave the place where the meeting is being held, a police officer, or any person authorised for the purpose by the council or person presiding, may, by using such force as is reasonably necessary, remove the first-mentioned person from that place and, if necessary, restrain that person from re-entering that place for the remainder of the meeting.

**Note: Failure to comply with a direction to leave a meeting is an offence under section 660 of the Act carrying a maximum penalty of 20 penalty units.**

## 16 CONFLICTS OF INTEREST

16.1 All councillors and, where applicable, all other persons, must declare and manage conflicts of interest they have in matters being considered at meetings of the council and committees of the council in accordance with the council's code of conduct. All declarations of conflicts of interest must be recorded in the minutes of the meeting at which the declaration was made.

16.2 Councillors attending a meeting by audio-visual link must declare and manage any conflicts of interest they have in matters being considered at the meeting in accordance with the council's code of conduct. Where a councillor has declared a conflict of interest in a matter being discussed at the meeting, the councillor's audio-visual link to the meeting must be suspended or terminated and the councillor must not be in sight or hearing of the meeting at any time during which the matter is being considered or discussed by the council or committee, or at any time during which the council or committee is voting on the matter.

## 17 DECISIONS OF THE COUNCIL

### Council decisions

17.1 A decision supported by a majority of the votes at a meeting of the council at which a quorum is present is a decision of the council.

**Note: Clause 17.1 reflects section 371 of the Act in the case of councils and section 400T(8) in the case of joint organisations.**

17.2 Decisions made by the council must be accurately recorded in the minutes of the meeting at which the decision is made.

Rescinding or altering council decisions

- 17.3 A resolution passed by the council may not be altered or rescinded except by a motion to that effect of which notice has been given in accordance with this code.

**Note: Clause 17.3 reflects section 372(1) of the Act.**

- 17.4 If a notice of motion to rescind a resolution is given at the meeting at which the resolution is carried, the resolution must not be carried into effect until the motion of rescission has been dealt with.

**Note: Clause 17.4 reflects section 372(2) of the Act.**

- 17.5 If a motion has been lost, a motion having the same effect must not be considered unless notice of it has been duly given in accordance with this code.

**Note: Clause 17.5 reflects section 372(3) of the Act.**

- 17.6 A notice of motion to alter or rescind a resolution, and a notice of motion which has the same effect as a motion which has been lost, must be signed by three (3) councillors if less than three (3) months has elapsed since the resolution was passed, or the motion was lost.

**Note: Clause 17.6 reflects section 372(4) of the Act.**

- 17.7 If a motion to alter or rescind a resolution has been lost, or if a motion which has the same effect as a previously lost motion is lost, no similar motion may be brought forward within three (3) months of the meeting at which it was lost. This clause may not be evaded by substituting a motion differently worded, but in principle the same.

**Note: Clause 17.7 reflects section 372(5) of the Act.**

- 17.8 The provisions of clauses 17.5–17.7 concerning lost motions do not apply to motions of adjournment.

**Note: Clause 17.8 reflects section 372(7) of the Act.**

- 17.9 A notice of motion submitted in accordance with clause 17.6 may only be withdrawn under clause 3.11 with the consent of all signatories to the notice of motion.

- 17.10 A notice of motion to alter or rescind a resolution relating to a development application must be submitted to the Chief Executive Officer no later than 1 day after the meeting at which the resolution was adopted.

- 17.11 A motion to alter or rescind a resolution of the council may be moved on the report of a committee of the council and any such report must be recorded in the minutes of the meeting of the council.

**Note: Clause 17.11 reflects section 372(6) of the Act.**

- 17.12 Subject to clause 17.7, in cases of urgency, a motion to alter or rescind a resolution of the council may be moved at the same meeting at which the resolution was adopted, where:
- a) a notice of motion signed by three councillors is submitted to the chairperson at the meeting, and
  - b) the council resolves to deal with the motion at the meeting on the grounds that it is urgent and requires a decision by the council before the next scheduled ordinary meeting of the council.
- 17.13 A motion moved under clause 17.12(b) can be moved without notice. Despite any other provision of this code, only the mover of a motion referred to in clause 17.12(b) and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.
- 17.14 A resolution adopted under clause 17.12(b) must state the reasons for the urgency.

#### Recommitting resolutions to correct an error

- 17.15 Despite the provisions of this Part, a councillor may, with the leave of the chairperson, move to recommit a resolution adopted at the same meeting:
- (a) to correct any error, ambiguity or imprecision in the council's resolution, or
  - (b) to confirm the voting on the resolution.
- 17.16 In seeking the leave of the chairperson to move to recommit a resolution for the purposes of clause 17.15(a), the councillor is to propose alternative wording for the resolution.
- 17.17 The chairperson must not grant leave to recommit a resolution for the purposes of clause 17.15(a), unless they are satisfied that the proposed alternative wording of the resolution would not alter the substance of the resolution previously adopted at the meeting.
- 17.18 A motion moved under clause 17.15 can be moved without notice. Despite any other provision of this code, only the mover of a motion referred to in clause 17.15 and the chairperson, if they are not the mover of the motion, can speak to the motion before it is put.
- 17.19 A motion of dissent cannot be moved against a ruling by the chairperson under clause 17.15.
- 17.20 A motion moved under clause 17.15 with the leave of the chairperson cannot be voted on unless or until it has been seconded.

## **18 TIME LIMITS ON COUNCIL MEETINGS**

- 18.1 Meetings of the council and committees of the council are to conclude ~~at a time the council may from time to time determine~~ no later than 8pm unless



upon a motion to which there is no dissent. The Council may break for 10 minutes at 6.30pm.

- 18.2 If the business of the meeting is unfinished at the time the council has determined, and the council does not resolve to extend the meeting, the chairperson must either:
- (a) defer consideration of the remaining items of business on the agenda to the next ordinary meeting of the council, or
  - (b) adjourn the meeting to a time, date and place fixed by the chairperson.
- 18.3 Clause 18.2 does not limit the ability of the council or a committee of the council to resolve to adjourn a meeting at any time. The resolution adjourning the meeting must fix the time, date and place that the meeting is to be adjourned to.
- 18.4 Where a meeting is adjourned under clause 18.2 or 18.3, the Chief Executive Officer must:
- (a) individually notify each councillor of the time, date and place at which the meeting will reconvene, and
  - (b) publish the time, date and place at which the meeting will reconvene on the council's website and in such other manner that the Chief Executive Officer is satisfied is likely to bring notice of the time, date and place of the reconvened meeting to the attention of as many people as possible.

## 19 AFTER THE MEETING

### Minutes of meetings

- 19.1 The council is to keep full and accurate minutes of the proceedings of meetings of the council.

**Note: Clause 19.1 reflects section 375(1) of the Act.**

- 19.2 At a minimum, the Chief Executive Officer must ensure that the following matters are recorded in the council's minutes:
- (a) the names of councillors attending a council meeting and whether they attended the meeting in person or by audio-visual link,
  - (b) details of each motion moved at a council meeting and of any amendments moved to it,
  - (c) the names of the mover and seconder of the motion or amendment,
  - (d) whether the motion or amendment was passed or lost, and
  - (e) such other matters specifically required under this code.
- 19.3 The minutes of a council meeting must be confirmed at a subsequent ordinary meeting of the council.

**Note: Clause 19.3 reflects section 375(2) of the Act.**

- 19.4 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
- 19.5 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.

**Note: Clause 19.5 reflects section 375(2) of the Act.**

- 19.6 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any amendment made under this clause must not alter the substance of any decision made at the meeting.
- 19.7 The confirmed minutes of a council meeting must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of its meetings on its website prior to their confirmation.

Access to correspondence and reports laid on the table at, or submitted to, a meeting

- 19.8 The council and committees of the council must, during or at the close of a meeting, or during the business day following the meeting, give reasonable access to any person to inspect correspondence and reports laid on the table at, or submitted to, the meeting.

**Note: Clause 19.8 reflects section 11(1) of the Act.**

- 19.9 Clause 19.8 does not apply if the correspondence or reports relate to a matter that was received or discussed or laid on the table at, or submitted to, the meeting when the meeting was closed to the public.

**Note: Clause 19.9 reflects section 11(2) of the Act.**

- 19.10 Clause 19.8 does not apply if the council or the committee resolves at the meeting, when open to the public, that the correspondence or reports are to be treated as confidential because they relate to a matter specified in section 10A(2) of the Act.

**Note: Clause 19.10 reflects section 11(3) of the Act.**

- 19.11 Correspondence or reports to which clauses 19.9 and 19.10 apply are to be marked with the relevant provision of section 10A(2) of the Act that applies to the correspondence or report.

Implementation of decisions of the council

- 19.12 The Chief Executive Officer is to implement, without undue delay, lawful decisions of the council.

**Note: Clause 19.12 reflects section 335(b) of the Act.**

## 20 COUNCIL COMMITTEES

### Application of this Part

- 20.1 This Part only applies to committees of the council whose members are all councillors.

### Council committees whose members are all councillors

- 20.2 The council may, by resolution, establish such committees as it considers necessary.
- 20.3 A committee of the council is to consist of the mayor and such other councillors as are elected by the councillors or appointed by the council.
- 20.4 The quorum for a meeting of a committee of the council is to be:
- (a) such number of members as the council decides, or
  - (b) if the council has not decided a number – a majority of the members of the committee.

### Functions of committees

- 20.5 The council must specify the functions of each of its committees when the committee is established but may from time to time amend those functions.

### Notice of committee meetings

- 20.6 The Chief Executive Officer must send to each councillor, regardless of whether they are a committee member, at least three (3) days before each meeting of the committee, a notice specifying:
- (a) the time, date and place of the meeting, and
  - (b) the business proposed to be considered at the meeting.
- 20.7 Notice of less than three (3) days may be given of a committee meeting called in an emergency.

### Non-members entitled to attend committee meetings

- 20.8 A councillor who is not a member of a committee of the council is entitled to attend, and to speak at a meeting of the committee. However, the councillor is not entitled:
- (a) to give notice of business for inclusion in the agenda for the meeting, or
  - (b) to move or second a motion at the meeting, or
  - (c) to vote at the meeting.

### Chairperson and deputy chairperson of council committees

- 20.9 The chairperson of each committee of the council must be:
- (a) the mayor, or
  - (b) if the mayor does not wish to be the chairperson of a committee, a member of the committee elected by the council, or
  - (c) if the council does not elect such a member, a member of the

committee elected by the committee.

- 20.10 The council may elect a member of a committee of the council as deputy chairperson of the committee. If the council does not elect a deputy chairperson of such a committee, the committee may elect a deputy chairperson.
- 20.11 If neither the chairperson nor the deputy chairperson of a committee of the council is able or willing to preside at a meeting of the committee, the committee must elect a member of the committee to be acting chairperson of the committee.
- 20.12 The chairperson is to preside at a meeting of a committee of the council. If the chairperson is unable or unwilling to preside, the deputy chairperson (if any) is to preside at the meeting. If neither the chairperson nor the deputy chairperson is able or willing to preside, the acting chairperson is to preside at the meeting.

#### Procedure in committee meetings

- 20.13 Subject to any specific requirements of this code, each committee of the council may regulate its own procedure. The provisions of this code are to be taken to apply to all committees of the council.
- 20.14 Whenever the voting on a motion put to a meeting of the committee is equal, the chairperson of the committee is to have a casting vote as well as an original vote unless the council or the committee determines otherwise in accordance with clause 20.13.
- 20.15 Voting at a council committee meeting is to be by open means (such as on the voices, by show of hands or by a visible electronic voting system).

#### Mayoral minutes

- 20.16 The provisions of this code relating to mayoral minutes also apply to meetings of committees of the council in the same way they apply to meetings of the council.

#### Closure of committee meetings to the public

- 20.17 The provisions of the Act and Part 14 of this code apply to the closure of meetings of committees of the council to the public in the same way they apply to the closure of meetings of the council to the public.
- 20.18 If a committee of the council passes a resolution, or makes a recommendation, during a meeting, or a part of a meeting that is closed to the public, the chairperson must make the resolution or recommendation public as soon as practicable after the meeting or part of the meeting has ended and report the resolution or recommendation to the next meeting of

the council. The resolution or recommendation must also be recorded in the publicly available minutes of the meeting.

- 20.19 Resolutions passed during a meeting, or a part of a meeting that is closed to the public must be made public by the chairperson under clause 20.19 during a part of the meeting that is livestreamed where practicable.
- 20.20 The Chief Executive Officer must cause business papers for items of business considered during a meeting, or part of a meeting, that is closed to public, to be published on the council's website as soon as practicable after the information contained in the business papers ceases to be confidential.
- 20.21 The Chief Executive Officer must consult with the committee and any other affected persons before publishing information on the council's website under clause 20.21 and provide reasons for why the information has ceased to be confidential.

#### Disorder in committee meetings

- 20.22 The provisions of the Act, the Regulation, and this code relating to the maintenance of order in council meetings apply to meetings of committees of the council in the same way they apply to meetings of the council.

#### Minutes of council committee meetings

- 20.23 Each committee of the council is to keep full and accurate minutes of the proceedings of its meetings. At a minimum, a committee must ensure that the following matters are recorded in the committee's minutes:
  - (a) the names of councillors attending a meeting and whether they attended the meeting in person or by audio-visual link,
  - (b) details of each motion moved at a meeting and of any amendments moved to it,
  - (c) the names of the mover and seconder of the motion or amendment,
  - (d) whether the motion or amendment was passed or lost, and
  - (e) such other matters specifically required under this code.
- 20.24 All voting at meetings of committees of the council (including meetings that are closed to the public), must be recorded in the minutes of meetings with the names of councillors who voted for and against each motion or amendment, (including the use of the casting vote), being recorded.
- 20.25 The minutes of meetings of each committee of the council must be confirmed at a subsequent meeting of the committee.
- 20.26 Any debate on the confirmation of the minutes is to be confined to whether the minutes are a full and accurate record of the meeting they relate to.
- 20.27 When the minutes have been confirmed, they are to be signed by the person presiding at the subsequent meeting.
- 20.28 The confirmed minutes of a meeting may be amended to correct typographical or administrative errors after they have been confirmed. Any

amendment made under this clause must not alter the substance of any decision made at the meeting.

- 20.29 The confirmed minutes of a meeting of a committee of the council must be published on the council's website. This clause does not prevent the council from also publishing unconfirmed minutes of meetings of committees of the council on its website prior to their confirmation.

## **21 IRREGULARITIES**

- 21.1 Proceedings at a meeting of a council or a council committee are not invalidated because of:
- (a) a vacancy in a civic office, or
  - (b) a failure to give notice of the meeting to any councillor or committee member, or
  - (c) any defect in the election or appointment of a councillor or committee member, or
  - (d) a failure of a councillor or a committee member to declare a conflict of interest, or to refrain from the consideration or discussion of, or vote on, the relevant matter, at a council or committee meeting in accordance with the council's code of conduct, or
  - (e) a failure to comply with this code.

**Note: Clause 21.1 reflects section 374 of the Act.**

**22 DEFINITIONS**

|                          |                                                                                                                                                                                                                                                                                                                                                            |
|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| the Act                  | means the <i>Local Government Act 1993</i>                                                                                                                                                                                                                                                                                                                 |
| act of disorder          | means an act of disorder as defined in clause 15.10 of this code                                                                                                                                                                                                                                                                                           |
| amendment                | in relation to an original motion, means a motion moving an amendment to that motion                                                                                                                                                                                                                                                                       |
| audio recorder           | any device capable of recording speech                                                                                                                                                                                                                                                                                                                     |
| audio-visual link        | means a facility that enables audio and visual communication between persons at different places                                                                                                                                                                                                                                                           |
| business day             | means any day except Saturday or Sunday or any other day the whole or part of which is observed as a public holiday throughout New South Wales                                                                                                                                                                                                             |
| chairperson              | in relation to a meeting of the council – means the person presiding at the meeting as provided by section 369 of the Act and clauses 6.1 and 6.2 of this code, and in relation to a meeting of a committee – means the person presiding at the meeting as provided by clause 20.9 of this code                                                            |
| this code                | means the council's adopted code of meeting practice                                                                                                                                                                                                                                                                                                       |
| committee of the council | means a committee established by the council in accordance with clause 20.2 of this code (being a committee consisting only of councillors) or the council when it has resolved itself into committee of the whole under clause 12.1                                                                                                                       |
| council official         | includes councillors, members of staff of a council, administrators, council committee members, delegates of council and any other person exercising functions on behalf of the council                                                                                                                                                                    |
| day                      | means calendar day                                                                                                                                                                                                                                                                                                                                         |
| division                 | means a request by two councillors under clause 11.7 of this code requiring the recording of the names of the councillors who voted both for and against a motion                                                                                                                                                                                          |
| livestream               | a video broadcast of a meeting transmitted across the internet concurrently with the meeting                                                                                                                                                                                                                                                               |
| open voting              | means voting on the voices or by a show of hands or by a visible electronic voting system or similar means                                                                                                                                                                                                                                                 |
| planning decision        | means a decision made in the exercise of a function of a council under the <i>Environmental Planning and Assessment Act 1979</i> including any decision relating to a development application, an environmental planning instrument, a development control plan, a planning agreement or a development contribution plan under that Act, but not including |

|                               |                                                                                             |
|-------------------------------|---------------------------------------------------------------------------------------------|
|                               | the making of an order under Division 9.3 of Part 9 of that Act                             |
| performance improvement order | means an order issued under section 438A of the Act                                         |
| quorum                        | means the minimum number of councillors or committee members necessary to conduct a meeting |
| the Regulation                | means the <i>Local Government (General) Regulation 2021</i>                                 |
| year                          | means the period beginning 1 July and ending the following 30 June                          |



**10.3 RENEWED PARLIAMENTARY INQUIRY INTO LOCAL GOVERNMENT SUSTAINABILITY**

**File Number:** D25.116929

**Author(s):** Terry Dodds PSM, Chief Executive Officer

**Approver:** Terry Dodds PSM, Chief Executive Officer

**Operational Plan Objective:** Pillar 2: Our Place – A liveable and thriving community that maintains lifestyle opportunities and addresses its disadvantages.

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**PURPOSE OF REPORT**

Response to House of Representatives Standing Committee on Regional Development, Infrastructure and Transport inquiry into and report on local government funding and fiscal sustainability.

**OFFICER RECOMMENDATION**

That Council makes a submission to the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport's inquiry into local government funding and fiscal sustainability.

As follows:

**1. Structural Funding Failures**

- Constitutional constraints prevent direct, stable Commonwealth funding to councils, forcing reliance on State-intermediated grants.
- Section 96 style funding creates delay, unpredictability, and inefficiency.
- State-determined priorities override local need in allocating Commonwealth funds.
- Per-capita funding models severely disadvantage sparsely populated LGAs.
- Population-based formulas fail to capture:
  - Transient and itinerant workers
  - Freight movements
  - Distance and remoteness cost multipliers.
- ABS population data understates real service demand, weakening business cases and grant competitiveness.

**2. Cost Shifting, Compliance & Loss of Local Control**

- Responsibilities continue to be shifted to councils without funding.
- 'Silent cost shifting through legislation is expanding unrecoverable costs.
- Multi-layered State and Commonwealth compliance frameworks are widening the gap between:

- Financial capacity
- Service and regulatory expectations
- Councils cannot deal directly with the Commonwealth except through narrow constitutional channels.
- Administrative burden falls heaviest on small rural councils, diverting scarce staff from service delivery.

### **3. Grant System Failures & Political Risk**

- Chronic reliance on unpredictable grants distorts long-term planning.
- Small grants impose compliance costs that often exceed project value.
- One-size-fits-all grant criteria disadvantage rural councils.
- Politically driven timeframes cause:
  - Poor-quality outcomes
  - Cost blowouts
- Pork barrelling risk means:
  - Councils waste scarce resources preparing applications.
  - Outcomes are politically, not strategically, driven.
- Funding delays, redirection, and reprioritisation through the State undermine certainty.

### **4. Workforce & Succession Failure**

- Decades of underinvestment in traineeships and succession planning have caused:
  - Critical shortages in specialist professions
  - High consultant dependency
  - Escalating workforce costs
- Regional councils are priced out of the labour market by metropolitan wage competition.
- Reintroduction of Zone Taxation is required to restore workforce competitiveness.

### **5. Strategic Planning & Infrastructure Risk**

- Financial pressure forces councils into operational firefighting, displacing:
  - Long-term asset planning
  - Infrastructure renewal strategies
- Infrastructure, not services, is the true sustainability crisis, particularly:

- Roads
- Water and sewerage
- Bridges
- Reservoirs
- Continual standards upgrades permanently inflate asset values and renewal costs, compounding long-term financial stress.

## **6. Systemic Distortion of Financial Performance Measures**

- Operating Performance Ratio is structurally misleading due to:
  - Grant-funded asset depreciation
  - Road depreciation
- Depreciation on grant-funded assets should be excluded from sustainability assessments.

## **7. Failed Reform, Loss of Trust & Consultation Breakdown**

- Decades of reviews and inquiries have produced little action.
- Governments repeatedly cherry-pick recommendations that:
  - Impose burdens on councils.
  - Avoid State or Commonwealth responsibility.
- Amalgamations and forced regional models have failed to deliver savings in rural areas.
- Major policy changes are routinely announced with no consultation, including:
  - Waste
  - Cemeteries
  - Taxation
- Trust between governments and councils is at a historic low.

## **8. What Must Change (Core Reform Actions)**

- Restore Federal Assistance Grants to at least 1% of Commonwealth tax revenue.
- End cost shifting without guaranteed, indexed funding.
- Reform or remove rate capping.
- Professionally fund non-core community services or return them to State/Federal control.
- Create a permanent, indexed asset renewal and maintenance funding mechanism.
- Recognise and compensate for rural disadvantage and distance.

- Align council income with full service and depreciation responsibilities.

## 9. Governance, Transparency & Accountability

- Establish a truly independent national panel (retired judges, leading scholars) to:
  - Publicly assess government action and inaction
  - Prevent politically filtered findings.
- Mandate full public release of Standing Committee and inquiry reports.
- Stop adopting reform recommendations that impose obligations only on councils.

## 10. Final Position (Condensed Strategic Statement)

Productivity is not the problem. Structural underfunding, cost shifting, grant distortion, workforce erosion, and political interference are the core drivers of local government financial unsustainability.

Until councils are given stable revenue, genuine autonomy, and properly funded responsibilities, no number of reviews, coordination rhetoric, or compliance reform will fix the system.

## REPORT

The House of Representatives Standing Committee on Regional Development, Infrastructure and Transport has launched a new inquiry into the funding and financial sustainability of local governments in Australia.

Chair of the Committee, Mrs Fiona Phillips, said *“the Committee wants to gain a deeper understanding of the financial relationship between local government and other levels of government in Australia, with a particular emphasis on funding mechanisms and fiscal sustainability.”*

The inquiry aims to identify how funding arrangements affect local government’s ability to deliver services and invest in local infrastructure by identifying all sources of government funding received by local governments. The Committee will also be exploring how to overcome **barriers** to infrastructure service delivery. It will consider **trends** in attracting and retaining a skilled workforce, **impediments** to security for local government workers and the **impacts** of labour hire practices.

The Committee will be considering whether existing funding mechanisms are addressing the evolving responsibilities of local governments.

Evidence provided to the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport inquiry into Local Government Sustainability of the 47th Parliament will be considered as part of this new inquiry.

Submissions from interested organisations and individuals must be received prior to 3 February 2026.

**A. TERMS OF REFERENCE**

The House of Representatives Standing Committee on Regional Development, Infrastructure and Transport will inquire into and report on local government funding and fiscal sustainability, with a particular focus on:

**1. Interactions between Governments**

- i. Assess the nature and scale of Australian, state and territory government funding provided to local government, both directly and through Commonwealth-state agreements.*
- ii. Examine the legislative and policy frameworks underpinning Commonwealth financial support to local government.*

**2. Identification of All Funding Sources**

- i. Identify and map all sources of funding received by local government from the Australian Government and state/territory governments, including:*
  - a. Untied grants (e.g., Financial Assistance Grants).*
  - b. Tied/specific-purpose grants and project-based programs, co-contribution requirements and competitive grant processes.*
  - c. Revenue sharing arrangements (e.g., stamp duty, rates capping subsidies, GST-related disbursements where applicable).*
  - d. Emergency, disaster recovery and resilience funding.*
  - e. One-off or ad hoc funding streams.*
- ii. Examine local government's own-source revenue (such as rates, fees, charges and commercial activities).*

**3. Impacts and Effectiveness**

- i. Evaluate how funding arrangements, including indexation freezing, influence the financial sustainability, service delivery capacity and infrastructure investment of local governments.*
- ii. Consider whether existing funding mechanisms are addressing the evolving responsibilities of local governments.*
- iii. Identify barriers to infrastructure service delivery, including trends in attracting and retaining a skilled workforce, impediments to security for local government workers and impacts of labour hire practices.*
- iv. Explore opportunities to improve productivity and coordination of local government.*

**4. Previous Inquiry**

- i. Consider evidence provided to the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport of the 47th Parliament Inquiry into Local Government Sustainability.*

**5. Other relevant matters**

**B. BALRANALD SHIRE COUNCIL'S DRAFT SUBMISSION****Inquiry into Local Government Funding and Fiscal Sustainability**

Balranald Shire Council welcomes the opportunity to provide a submission to the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport in relation to the inquiry into local government funding and fiscal sustainability. As one of the most geographically remote and sparsely populated councils in New South Wales, the Shire faces distinct challenges that are not adequately reflected in current funding models or policy frameworks.

Balranald Shire covers a vast land area extending across the western region of New South Wales, with major centres hundreds of kilometres away. The Shire is situated 860 km from Sydney, 520 km from Adelaide, and 430 km from Melbourne. These distances significantly increase the cost of delivering services, maintaining road networks, procuring materials, and sourcing specialist contractors, consultants, and staff.

The Shire's small and highly dispersed population, with the 'official' population of approximately 2,300 residents spread across 21,690 square kilometres, requires an innovative approach to service provision, which is always a challenge due to its own source revenue limitations. Balranald Shire Council is larger in area than circa 73 countries.

Balranald Shire positively contributes to the greater economy. The Gross Value of Agricultural Production for the Balranald LGA, as published by Local Logic Place in 2024, was \$148.2 million, contributing 75.6% of the total value of the Gross Regional Product of \$196 million. It is also the largest industry of employment at 33.9% of the workforce\* (Data by Region, Australian Bureau of Statistics & 2023 NIER State of the Region's Economic Indicators).

**1. Interactions Between Governments**

*i. Assess the nature and scale of Australian, state and territory government funding provided to local government, both directly and through Commonwealth-state agreements.*

Commonwealth and NSW Government funding reaches local government through these primary channels, each shaped by constitutional and policy arrangements:

**1. Direct Commonwealth-to-Council Programs (limited, but significant where permitted)**

Examples included:

- Roads to Recovery (by DITRDCA)
- Black Spot Program
- Bridges Renewal Program (limited)
- Road Safety Program (joint State/Fed)
- Mobile Black Spot Fund (very limited amounts of funding)
- Local Roads & Community Infrastructure Program (This program was a specific funding stream, but it has now ended and is not included in the 2024-25 budget cycle.)
- Australia Day Community Events Grant Program

These programs operate subject to specific statutory authority, created after the High Court narrowed the executive spending power. They provide important but often project-specific support. Their restricted scope reflects the constitutional barrier to broader direct funding.

## 2. Commonwealth Funding via State and Territory Governments

This is the dominant mechanism due to constitutional constraints.

Key components include:

- **Financial Assistance Grants (FAGs):**  
Un-tied grants distributed through the NSW Grants Commission.  
The scale is significant but has not kept pace with cost movements in remote councils.
- **State-managed tied grants and National Partnership Agreements:**  
Funding for roads, water security, natural disaster resilience, digital connectivity, and community infrastructure.

## 3. State Government Core Funding and Cost-Shifted Obligations

The NSW Government provides:

- Rate-capping subsidies.
- Joint-funded infrastructure grants
- Disaster recovery and resilience funding

However, the state simultaneously places **cost-shifted regulatory and service obligations** on councils, diminishing the net effect of funding.

## Summary of Balranald-Relevant Impacts

For a remote and sparsely populated council such as Balranald:

- *Constitutional constraints prevent the Commonwealth from providing the stable, direct funding that remote councils require.*
- *Somewhat of a reliance on s.96 and state-intermediated grants introduces delay, unpredictability, and administrative burden.*
- *Multi-layered compliance frameworks intensify the gap between financial capacity and service expectations.*
- *Population-based funding formulas fail to capture transient workers, freight movements, or the cost multipliers of distance and remoteness.*
- *Per-capita funding formulas disadvantage sparsely populated LGAs.*
- *State-determined priorities shape which Commonwealth monies flow to which councils.*

- *There is a constant risk of Pork Barrelling, which means that funds expended by a council to apply for grants are wasted, that could have been better spent.*

*ii. Examine the legislative and policy frameworks underpinning Commonwealth financial support to local government.*

**i. The Australian Constitution – Absence of Direct Recognition of Local Government**

A fundamental constraint is that local government is not recognised in the Australian Constitution.

- Local government is created solely under State legislation (in NSW, the *Local Government Act 1993*).
- As a result, the Commonwealth cannot fund local government directly unless the funding arrangement fits within the powers granted to the Commonwealth by the Constitution.

Attempts to amend the Constitution to recognise local government (referendums in 1974 and 2013) were unsuccessful. This maintains the structural limitation.

**ii. Section 96 – Tied Commonwealth Grants to the States**

Most Commonwealth funding that eventually supports NSW councils flows through Section 96, which enables the Commonwealth to make grants to the States on such terms and conditions as it thinks fit.

Key implications:

- Funding to local government is indirect, mediated through the NSW Government.
- The NSW Government retains constitutional responsibility and discretion, including distribution methodologies, priorities, and controls.
- This adds layers of compliance, administrative burden, and policy alignment requirements.

Examples of s.96-supported programs affecting NSW councils:

- Financial Assistance Grants (FAGs) – although delivered through federal legislation, payments must pass through the State.
- Roads to Recovery (formerly problematic due to constitutional uncertainty, pre-2013 referendum).
- Disaster recovery and resilience funding.
- Infrastructure grants and partnership programs.

**3. Section 51 – Limits on Commonwealth Power**

Aside from s.96, the Commonwealth can only make payments to local government under constitutional heads of power, such as:

- s.51(xx): Corporations power
- s.51(xxix): External affairs
- s.51(xxiii a): Social services
- s.51(i): Trade and commerce
- s.51(xxxix): Incidental power supporting executive action



However, most local government functions (roads, water, waste, planning, community services) **do not fall within Commonwealth constitutional heads of power**, limiting direct funding pathways.

#### 4. High Court Decisions Reinforcing Constraints

High Court cases have reinforced limits on direct federal funding:

Pape v Commissioner of Taxation (2009)

- The Court narrowed the Commonwealth's ability to spend money without legislative authority tied to a constitutional head of power.

Williams v Commonwealth (2012 & 2014) (School Chaplains Cases)

The Court held that the Commonwealth's executive cannot directly fund non-Commonwealth bodies without clear legislative authority and constitutional grounding.

Effect on local government:

These cases made it legally risky for the Commonwealth to fund councils directly unless:

- Funds pass through s.96 to the States, or
- Specific legislation is enacted within a head of power.

#### 5. Local Government (Financial Assistance) Act 1995

This Act creates the mechanism for:

- Untied Financial Assistance Grants (FAGs) to councils.
- Distribution via State Grants Commissions (NSW has its own Local Government Grants Commission).
- Ensuring minimum per-capita relativities.

However:

- The Commonwealth must still rely on s.96 as the constitutional backbone.
- The Act does not overcome the constitutional limitations; it merely administers within them.

#### 6. Policy Frameworks

The Commonwealth uses national and bilateral frameworks to shape funding flows, including:

- National Partnership Agreements (NPAs)
- Disaster Recovery Funding Arrangements (DRFA)
- Intergovernmental Agreement on Federal Financial Relations

Each involves:

- Multi-layered reporting requirements
- Shared accountability obligations
- State oversight and gatekeeping.

These frameworks often result in slower funding flows, higher administrative overheads, and variable interpretation between jurisdictions, affecting councils in NSW.

#### 7. Practical Consequences for NSW Councils

Because of constitutional and legislative constraints:

- *Uncertainty: Funding is often subject to annual appropriations and State distribution decisions.*
- *Complexity: Councils must comply with both Commonwealth and State reporting and audit requirements.*
- *Reduced autonomy: Councils cannot negotiate directly with the Commonwealth without State involvement, unless through specific constitutional avenues.*
- *Administrative burden: Particularly acute for small rural councils, where compliance effort absorbs resources otherwise used for service delivery.*
- *Inefficiency: Funding that must pass through the State can be delayed, redirected, or re-prioritised.*
- *For remote councils like Balranald Shire, these constraints magnify existing financial sustainability challenges.*

## **2. Identification of All Funding Sources**

- b. Tied/specific-purpose grants and project-based programs, co-contribution requirements and competitive grant processes.*
- c. Revenue sharing arrangements (e.g., stamp duty, rates capping subsidies, GST-related disbursements where applicable).*
- d. Emergency, disaster recovery and resilience funding.*
- e. One-off or ad hoc funding streams.*

### **Overview**

Balranald Shire Council receives a mixture of untied grants, specific-purpose grants, project-based funding, disaster funding, and occasional one-off allocations. While these sources are vital, the uncertainty from one financial year to the next regarding the continuation, timing or quantum of grants makes forward planning extremely difficult.

In particular, it hinders the Council's capacity to pre-empt, engage, and retain specialist contract staff and contractors, whose availability is already limited across remote regions. The absence of predictable, multi-year funding streams results in inefficiencies, delays to infrastructure projects, and increased contract costs.

The flexibility that is required based on weather conditions adds to the frustrations when the council doesn't know from one quarter to the next what grants will be successful.

- i. Identify and map all sources of funding received by local government from the Australian Government and state/territory governments, including:*

- a. Untied grants (e.g., Financial Assistance Grants).*

### **Reduction in Federal Assistance Grants and Cost Shifting**

Successive State and Federal governments over an extended period have reduced, removed, or transferred services, even though communities still required them. This encouraged disaffected and desperate councils to delve into non-core businesses to make up financial shortfalls. Often with mixed success.

Subsidies related to services for aged accommodation, medical, early childcare/education, youth, and community transport, which assist in maintaining the social fabric of communities, have become commonplace on councils' balance sheets.

Those with a more astute knowledge of local government may suggest that, as these are peripheral type services, why don't councils simply charge at cost-plus?

I put it to the Standing Committee that the State or Federal Government wouldn't have walked away and passed the responsibilities onto councils, by default, if the fees were able to be recovered in the first instance!

Secondly, if there was a dividend to be made, private enterprise would already be supplying the service, and neither the federal, state, nor local government would have (originally) needed to step in.

Add the tyranny of distance found in country areas, and even more community pressure is placed on local government to fill the gaps after abandonment by the other two tiers of government.

The NSW Local Government Association recently published a report on cost shifting, which tabled the amount at \$522 per rate assessment. (The recent increase has been the largest in years despite all the (empty) promises and advocacy by LGNSW and ALGA). Providing the aforementioned (non-traditional) services wouldn't be so challenging if, at the onset, Local Government were given the financial powers to raise revenue to offset the expenses (in a timely manner).

Almost always, the cost is shifted without the provision of ways to increase the income.

Also, 'silent cost shifting' is occurring additionally to this, via legislative changes where Local Government is forced to take on more and more areas of service, which is adding considerable costs to non-recoverable items such as staffing, insurance, etc and also the spin-off costs. (This is further touched on in the section on *Small Grants*.)

Moreover, it is hypercritical at best when the State Government cost-shifts (to NSW councils), then imposes a rate cap.

In addition to the reduction of services, which in effect is cost shifting (now named 'risk shedding' by some executives in federal government bureaucracies), the percentage of the Federal Assistance Grants (FAGs) as a share of federal taxation revenue is now a little over half a per cent.

FAGs have declined from 1 per cent of federal taxation revenue in 1996 to just 0.51 per cent in 2025/26.

According to documents from the Financial Assistance Grants (FAG) program:

- In 2025-26 the Australian Government will provide **\$3.4527 billion** under the FAG program.
- This amount is estimated to represent **0.51%** of Commonwealth tax revenue. [alga.com.au](http://alga.com.au)

So, in short: the FAG program accounts for **approximately 0.51%** of tax revenue in 2025–26.

Whilst it doesn't seem significant, it is. Last year, Balranald Shire Council received \$1.4 million FAGs at 0.5 per cent as a share of taxation revenue.

To bring this back to 1 per cent would yield \$3 million or thereabouts for BSC. This would be a game-changer for Balranald Shire's long-term prosperity, sustainability, risk management, and intergenerational equity.

- *Restore Federal Assistance Grants (FAGs) to at least 1% of Commonwealth tax revenue to reverse long-term funding erosion.*
- *End cost shifting without funding; no new responsibilities should be transferred to councils without guaranteed, indexed revenue sources.*

- *Reform rate capping to allow councils to respond to genuine cost pressures created by State-imposed obligations.*
- *Fund non-core community services properly (aged care, health, childcare, transport), or return them to State/Federal control.*
- *Stop 'silent cost shifting' via legislation by properly costing and funding all new compliance and regulatory burdens.*
- *Recognise and compensate rural disadvantage, including the higher service delivery costs caused by distance and scale.*

*ii. Examine local government's own-source revenue (such as rates, fees, charges and commercial activities).*

### **Rates and Charges**

It's ironic regarding the state-imposed limitations in the capacity to raise rates without the expensive, resource-depleting, and time-consuming Special Rate Variation dictum, especially in remote councils.

The councils with the tightest budget constraints are forced to then spend money they don't have, to go through a complex and convoluted process, only for IPART to then intervene with no assurance that the council's efforts and expenses won't be in vain.

While NSW had employed a form of rate-pegging between 1901 and 1952, which was discontinued due to its 'impracticality', the genesis of the modern method of rate-pegging may be found in the 1976 state election campaign. Under the Local Government (Rating) Further Amendment Bill, an interim type of rate-pegging was reintroduced by the victorious Wran Labor Government in 1977 and further refined into its contemporary form in 1978.

Whilst rate pegging achieved some of what it was initially designed to do, historically, except for a few occasions, the cap was set below inflation. The formula has since been adjusted but is still flawed. As the cost of supplying services in remote locations is at least double-digits more than the 'one-size-fits-all-average' IPART uses.

Moreover, the discrepancy is even larger than it might first appear if one considers a true measure of local government inflation rather than the Consumer Price Index over all the years that this flawed measure took place, of which we'll never catch up. (IPART has adjusted from the standard CPI to a local government index in the last couple of years. But the net deficit will never be caught up.)

Whilst it was politically popular to cap rates, just imagine the long-term cost to infrastructure when year-in, year-out, Local Government balanced the books by deferring maintenance.

There is a limit to how often, and by what quantum, government-imposed efficiency dividends can fund the difference between the rates cap and increases in councils' expenditure (caused by inflation and cost-shifting). The limit was reached years ago.

On a macro level, the drive for managing assets via grant opportunities from state and federal governments has added to the disparaging disconnect with the rate cap not keeping up with cost shifting, asset depreciation, and, in general, the overall cost of operation and capital delivery.

This limit is now measured by a rise in the council infrastructure backlogs (unfunded depreciation) and (largely) a reduction in road maintenance. (See pie charts on the following page.)

Subsequently, given the removal of services by other governments (a), the effective halving of FAGs (b), the more onerous compliance and legislative requirements (c), and the gap between rates caps and inflation (d), there is little wonder that rural or remote councils, over the last thirty years, have balanced budgets by reducing their largest expense: transportation (roads).

The following pie chart indicates this exactly. In 1995, rural or remote councils spent 58% of their budgets on transportation. But in 2019, that had reduced to 38%.



Yet the amount expended on 'other,' and 'environment,' has risen from 13 to 35% - with 'other' having the biggest increase (5 to 22%).

The author contacted the ex-President of the NSW Institute of Public Works Australasia (IPWEA), who provided a startling figure confirming the apparently ubiquitous use of transport budgets to maintain solvency.

The NSW Roads and Transport Directorate published a report tabling that the annual shortfall on transportation expenditure in the ninety-four (94) regional and outer metro council areas in NSW was \$681 million. It can (and has) been argued that councils should use the Special Rates Variation (SRV) provisions to negate continual reduction in their 'biggest bucket' (transportation budget) to balance their ledger.

This may be technically true. But if the system of financial governance weren't so broken, firstly, there wouldn't be a requirement to spend even more money to go through the Special Rate Variation process, and secondly, the applications (as a percentage increase in rates) applied for by councils to IPART wouldn't be a huge percentage increase.

### Do Another Study to Look Like You're Doing Something

There have been at least three 'investigations' into local government sustainability in the last thirty years, not counting this latest one being done again. But there have been countless scholarly papers written about financial and infrastructure issues within local government (see *References*). The author found twenty in a quick Google search; there were many more webcasts, YouTube videos and other media on the subject.

This begs some questions...

*Question one. If there have been hundreds of scholarly investigations and well-regarded papers, webcasts, or video clips produced already, with little action by any government, why do another?*



Why not just review and combine the points of the top 20 or 30 articles? Technology certainly has changed in the last 32 years (since the '93 LG Act), but the sustainability problem hasn't, nor has the lack of political will and the ability to remain in denial.

*Question two. Or is the answer the government is seeking likely to be at odds with what a great many academics and experienced local government practitioners recommended over the last thirty years?*

It has become the norm for councils to intricately assess Terms of Reference and subsequently recommend actions of (especially State) government. But when the suggestions are cherry-picked, and 99% of the 'load' is borne by Local Government, frankly, the level of trust is severely diluted. In writing this submission, the author contacted other stalwarts with over 30 years of experience in local government, who stated they wouldn't bother writing a submission, as in their mind, it was a 'tick a box' in a consultation exercise.

They went on to say that the Federal Government would already have decided on what they wanted to do. Whether this is the case isn't the point I'm making. The point is that the level of trust is at an all-time low.

Many in local government become despondent and stop listening to speeches by Ministers at events when the words "collaborative, collegial, cooperative, or partnership" are used, knowing full well that they are superficial.

*Question three. Is the new study designed to ensure proper consultation with councils?*

A non-cynical observer may say that the government wants to consult properly with the industry. That would be fabulous. Recent history (early April 2024) shows that the suggestion is questionable, as NSW councils discovered about the new tax on internment (cemeteries) without consultation. Councils didn't hear it from the government; we heard about it by reading a press release from the NSW Local Government Association. Again, without any consultation, changes were made regarding waste management, not only without consulting councils, but not speaking to waste industry providers either.

#### LG Grants Commission Report (1977)

- the property tax is an inadequate source of revenue to meet all the demands to provide services that extend far beyond those relating to property
- increasing trend for communities to look to their councils to provide a range of social, cultural and recreational services that are far in excess of what a rate on land can support
- Government foreshadowed intention to pay rates on certain crown lands
- introduced per capita component to ensure all councils received FAG (min 30%)

#### Inquiry into the Financial Sustainability of NSW Local Government (2006)

- relationship with higher tiers of government
- huge backlog in infrastructure renewals
- devolved government social and environment agenda
  - no or low \$ recompense (cost shifting)
- expectations of higher standards of service, and public assets, that people increasingly demand of their councils
  - retirees moving to coastal and inland regional centres
  - sea- and tree-changers used to city standards
- maintaining existing service commitments, yet manage huge infrastructure bill
- rural councils will only survive with increased grant funding
- constraints on rate income
- restoring public faith in the development control process
- overcoming skills shortages
- greater resource sharing
- tools such as performance benchmarking

In reviewing the table above, it seems obvious that the government of the day cherry-picked the recommendations. The only two that have been genuinely implemented involved local government doing all the heavy lifting: greater resource sharing evolved into the forcing of councils to join (and pay for) Joint Organisations, and now we benchmark.

In addition to the two enquiries summarised in the above table, there was the Local Government Boundaries Commission investigation (NSW: circa 2016). This precipitated the amalgamations,

which were going to solve everything. The savings never eventuated, as the tyranny of distance wasn't taken into consideration at worst, or at best, the savings were less than the travel-time-distance-costs incurred over larger footprints.

The QLD experience with amalgamations resulted in the same. (Many in local government, and at least one academic, would say it achieved quite a few objectives of the State governments though!)

In addressing some of the questions by the House of Representatives Standing Committee, it gets down to basics and remarkably simple mathematics.

A council's income must be adequate to maintain services and fund asset consumption (in the form of depreciation). Most councils' cash position indicates that services aren't their main issue; it's their ability to maintain infrastructure assets that they fail with.

Putting cynical observations, a predictable lack of genuine consultation, previous inaction after investigations, subterfuge, and the disregard of scholarly papers aside, optimists within local government hope the Federal Government will also listen to our pleas.

Unless either the state or federal government introduces a genuine financial mechanism for incremental, ongoing, and timely maintenance (of the mechanism), which leads to financial sustainability of the industry, the time the authors took in responding to the House of Representatives Standing Committee will be valueless.

- *Stop repeating inquiries without action; governments must implement existing, well-established recommendations instead of commissioning more studies.*
- *Restore genuine consultation with councils, rather than announcing major policy changes (taxes, waste, regulation) after decisions are made.*
- *End 'cherry-picking' of recommendations that shift nearly all cost and workload onto local government.*
- *Rebuild trust with the sector, which has been eroded by years of consultation without meaningful outcomes.*
- *Acknowledge that amalgamations and forced regional models have failed to deliver promised savings, especially in rural areas.*
- *Fix the real sustainability problem: infrastructure funding, not just service delivery.*
- *Introduce a genuine, ongoing financial mechanism for asset renewal and maintenance, not one-off grants or short-term programs.*
- *Ensure councils' income is sufficient to cover both services and depreciation, or sustainability will remain unachievable.*

### **Incorrect Population Data**

Compounding these challenges, itinerant workers, including seasonal agricultural labourers and workers associated with major infrastructure and energy projects, are not captured in official population statistics, yet they place additional pressure on roads, waste services, water infrastructure, and community facilities.

Their exclusion from ABS population counts adversely affects the robustness of business cases and funding submissions, as key grant criteria often rely on population-based formulas that understate actual service demand.

- *ABS population data must better capture itinerant and transient workers, including seasonal and project-based labour forces.*
- *Funding formulas should reflect actual service demand, not just permanent resident populations.*
- *Business cases and grant assessments must account for temporary population loadings on roads, water, waste, and community infrastructure.*
- *Infrastructure and service funding should be adjusted for peak population impacts, not just average census figures.*

### 3. Impacts and Effectiveness of Funding Arrangements

- i. Evaluate how funding arrangements, including indexation freezing, influence the financial sustainability, service delivery capacity and infrastructure investment of local governments.
- ii. Consider whether existing funding mechanisms are addressing the evolving responsibilities of local governments.

Refer to 'Section 2' response.

- iii. Identify barriers to infrastructure service delivery, including trends in attracting and retaining a skilled workforce, impediments to security for local government workers and impacts of labour hire practices.

### Succession Planning and the Death of Strategic Planning

There are ingrained structural impediments to securing local government workers, infrastructure, and ensuring continuity of service delivery.

Councils that struggle to balance budgets, which is most rural councils, look at what expenses can be cut in their immediate budget.

- The first casualty of fiscal constraint is succession planning.
- The second casualty is strategic planning.

(The two die from different afflictions though.)

### Succession Planning

Has anyone in government ever wondered why the supply of specialists within local government is so low, the demand so high, with the consultant fees to match?

What we sow we reap. It takes years to train a Building Surveyor, a Town Planner, a water filtration plant operator, a 'Water' Engineer, a Chief Financial Officer, a Ranger, or an Environmental Health Officer (and many more).

Although some of the skills and experiences are transferable from private to public, many are not. The guilds have become more government-oriented as the Act (1993 NSW) has become more prescriptive.



Up until about the time economic rationalists convinced the world the economy would provide solutions for every demand generated, arguably in the '80s, all tiers of government were the incubators for almost every trade and guild. That time is long gone, but fortunately, there are some 'green shoots,' as the industry has finally been forced to grow its own.

There was an extended period, in councils and state government departments, where meeting a Trainee, Cadet, or even an Apprentice was rare. Even in those councils with a large number of staff, the ratio of trainees, etc, in a workforce, compared to circa the mid-eighties (1985) and prior, was low. As an industry, we're now paying for our financial incapacity to succession plan. If in doubt, just advertise for a Building Surveyor or experienced Town Planner!

While councils continue surviving hand-to-mouth, the capacity to grow your own talent will always be a struggle. It's much easier not to employ someone in the first instance, versus make someone else redundant. Faced with financial Armageddon, councils inexorably cut 'future' versus the 'current.'

In 2004, Planning Institute Australia brought the issue of the lack of Town Planners to a head in their report titled National Inquiry into Planning Education and Employment.

In 2007, there was a plea from our Association, which articulated that there was a problem with the number of Town Planners the industry was attracting and retaining.

In the 2022 Local Government Workforce Skills and Capability Survey, New South Wales, a report was prepared for the Australian Local Government Association.

There have been other investigations and reports on workforce shortages.

The root causes of the problems are many. Of the reports the author has reviewed, little has been articulated regarding one of the main issues: the financial capacity to fund succession.

All councils know that because many occupations we employ are so specialised, we must develop our own workforce.

It's a shame that the slow financial asphyxiation applied to local government (rate caps, halving of the Federal Assistance Grants, cost-shifting, etc) has now caused our costs to rise and services to reduce.

It's somewhat ironic, as the reason rates pegging was introduced was to curb council expenditure, not coerce costs to rise!

- *Chronic underinvestment in succession planning has left local government with severe shortages in essential specialised professions, many of which take years to develop and cannot simply be sourced from the private sector. As financial pressures forced councils to cut traineeships and development pathways, the sector is now paying the price through escalating costs, rising consultant dependence, and an ever-shrinking pipeline of home-grown talent.*

### **The Death of Strategic Planning**

The second casualty of a council budget is the sacrifice of strategic planning. This is just as much of an issue as a lack of succession planning. The difference is that the industry pays for a lack of succession planning in the years to come (which is now).

When human capacity constraints take effect, with things like employment freezes, the Executive (Directors) and Managers inevitably spend more time fighting fires (operational arena) than planning for the future (strategy).

A risk facing many smaller councils is often caused by the Executive not having the time to work on 'tomorrow's requirements.' In reflection, many councils suffer or have suffered the same fate, including Balranald Shire Council.

The risk caused by not spending time and money on strategy is usually related to large and expensive assets with a slow consumption rate or a slow and incremental decrease in production, such as water filtration plants, sewerage treatment works, arterial roads, water supply reservoirs, dam walls, and the biggest Achilles heel of them all: bridges.

- *When budget pressures force councils to cut strategic planning, executives and managers become trapped in day-to-day operational firefighting at the expense of preparing for the future. This loss of forward planning creates significant long-term risks, particularly for major assets with slow consumption or deterioration rates, such as water and sewerage infrastructure, arterial roads, reservoirs, and bridges, leaving many smaller councils, including Balranald, vulnerable.*

### **Fail to Plan, Plan to Fail**

There have been many changes, where to, and who is targeted, in attracting staff to regional or rural councils, and how we retain staff, only some of which were caused by COVID.

COVID certainly didn't assist, but by no means was it the only driver. It did cause people to reassess their life goals, with much being written about 'The Great Resignation' by others.

As well as people changing their views about work-life balance, often choosing life over work, other forces have been at play. Bernard Salt has cleverly dubbed the exodus to regional areas as 'VESPA's,' being 'Virus Escapees Seeking Provincial Australia.'

To some extent, VESPAs initially rang true and helped regional and rural areas (and councils). Councils did employ staff looking to escape capital cities, but not as many as industries whose staff could easily work from home (WFH).

The drivers seem to have changed to those seeking to escape from the economic reality of a million-dollar mortgage in a city. But even so, those seeking a tree change are more at the higher end of the remuneration scale than the lower or middle. This can be particularly attractive to individuals and families looking to own property or upgrade to a larger home without the excessive costs associated with city living.

Regional areas often offer a lower cost of living compared to major cities. This isn't just lower housing costs; there are reduced transportation expenses and more affordable amenities, which may attract individuals looking to stretch their budget further.

Improved Work-Life Balance: Regional centres often offer a slower pace of life, and less congestion compared to cities. This can result in a better work-life balance, with more time available for leisure activities, family, and personal pursuits.

Employment Opportunities: Some regional centres and rural councils may have specific job opportunities that are not as readily available in major cities. This could be due to industries that are prominent in certain regions, such as agriculture and tourism in the Balranald region, which may offer unique employment prospects.

Commute Times: Working in any regional or rural council means shorter commute times compared to navigating the traffic and congestion typical of major cities. This can result in less stress and a better quality of life for individuals who value proximity to their workplace.

Community and Lifestyle: Regional centres often offer a strong sense of community and a more relaxed lifestyle, which can be appealing to individuals seeking a closer connection to their neighbours and surroundings. This can include access to nature, recreational activities, and cultural events. When asked, many Balranald Shire Council staff say that was one of the reasons they moved here, including the author.

Career Progression: In some cases, individuals may find that career progression opportunities are more accessible in regional and, especially, more remote rural centres, particularly if there is less competition for positions or a greater demand for skilled workers in specific industries.

In small to medium-sized rural councils, you're not a 'number.' You don't get lost in a huge organisational hierarchical chart. It's both necessary for the organisation's survival, and fortuitous for staff who wish to extend their resumé, for staff to learn more than a narrow Position Description would describe in a large organisation. For those with the motivation, they can learn skills many times faster and much more broadly than metro councils.

Overall, the decision to leave a city and relocate to a regional or rural centre for work can be influenced by a combination of the above factors, as well as personal preferences and individual circumstances.

What is a challenge, though, is that the staff from metro areas, especially those in large councils or private enterprise, expect the same remuneration when making a tree change.

The same can be said when our younger staff, who traditionally arrive just after finishing their degree or get funded by the council in their degree, who see city counterparts earning 25-40% more than regional councils can offer.

As the pool of talent shrinks, due to being offered much more than their skill set and experience traditionally suggested, some councils that've spent a fortune training staff are left wanting.

Overall, the cost for staff for more home-grown and or specialist positions has dramatically increased over the last three years, as attracting someone has become a greater challenge.

Internal migrations place large pressures on future financial sustainability. People who move in from the city have tastes and preferences for higher quantity and quality of local government goods and services. This will exert upward pressure on unit costs, which is what research has been confirming. In short, internal migrants won't be happy to pay (usually higher levels of rates on a revenue effort basis) for lower quality services (unsealed roads etc etc).

Lastly, it must be noted that the type of staff who leave one area for a tree change are mostly those earning six-figure incomes. When councils don't have the financial capability to employ trainees, cadets, or apprentices due to budget constraints, the cost rises accordingly, as it's simply a supply and demand situation.

- *Regional councils can be priced out of the labour market, losing both home-grown and incoming talent to metropolitan salaries they cannot feasibly match. This growing imbalance is driving up workforce costs and threatens the long-term financial sustainability of rural local government. The problem can be addressed through the reintroduction of Zone-Taxation.*

#### iv. Explore opportunities to improve productivity and coordination of local government.

##### **The Ubiquitous Cop-Out**

In every enquiry, think tank, or conference, those who don't know rural councils' culture almost inevitably ask a question on productivity.

To read the above statement on how to improve *productivity and coordination* is soul-destroying. The very question implies that productivity must be the problem and brings to mind stereotypical thoughts and images, and that local government is uncoordinated. In fact, it is insulting. Councils in 'the bush' have been living on bones for decades.

A better question is, "How can the Federal Government fund Local Government without the States collecting a dividend on the way through?"

It isn't about productivity, in the author's opinion; that is a cop-out. It's about addressing the higher two levels of government's own inadequacies. Section 5: Other Relevant Matters of this report succinctly lists those inadequacies. (It isn't without irony; it's the longest Section either!)

Existing funding mechanisms also do not fully recognise the expanding responsibilities of local government. As state and federal governments fall victim to economic rationalism, in worshipping

the altar of 'economy of scale,' those services cut or reduced that didn't meet scale thresholds, are often required to be then picked up by councils.

Failure for councils to pick up reduced or ceased services inevitably accelerates the decline of the social fabric of a community.

So, let's not talk about 'improving coordination' of local government. If local government didn't have to take up as many services reduced, centralised, or scrapped by the State or Federal Governments, they'd be far less to 'coordinate.'

As previously stated, these extra responsibilities almost always come without corresponding increases in funding.

Council does not support the overly simplistic, politically expedient, or convenient solutions that have been rolled out in the past.

- *Productivity is not the problem; local government has long been stretched thin because higher tiers continually shift responsibilities downward without matching funding. True reform requires addressing the structural and financial inadequacies of federal and state systems, not blaming councils for a lack of coordination.*
- *Balranald Shire Council supports better intergovernmental coordination, but only through reforms that deliver genuine transparency, equity, and long-term funding certainty, not the simplistic and politically convenient fixes of the past.*

## 5. OTHER RELEVANT MATTERS

### **The Dilemma of the 'Modern Standard Equivalent (MSE).'**

Every time there is an accident that precipitates a change in a code or national standard, or there is a technological breakthrough, or anything that causes obsolescence, whatever the improvement is will inevitably cost more.

Whether it be the BASIX requirement for new buildings (the current major iteration is BASIX 4.02, which reflects the post-October 2023 standard increases; thermal, energy, materials), or the width of new bridges, or specifications for pedestrian and cycle paths etc, not only does the initial cost rise, but the new assets also get added to the asset register at the higher capital value.

- *Continual upgrades to meet modern standards inevitably drive up construction costs and permanently inflate council asset values, compounding long-term financial pressures.*

### **Flawed Depreciation Model.**

The methodology used to calculate depreciation is fundamentally flawed. General-purpose financial statements for both commercial entities and local government councils determine depreciation expenses in accordance with and in compliance with AASB 116. AASB 116 Depreciation is the systematic allocation of the depreciable amount of an asset over its useful life. Depreciable amount is the cost of an asset, or other amount substituted for cost, less its residual value. Depreciation can be described/explained as follows:

*"Depreciation is a planned, gradual reduction in the recorded value of an asset over its useful life by charging it to expense. Depreciation is applied to fixed assets, which generally experience a loss in their utility over multiple years. The use of depreciation is intended to spread expense recognition over the period of time when a business expects to earn revenue from the use of the asset."*

It is also accepted that in the commercial environment, depreciation expenses are integral in determining the profit distribution through dividends, this however is not afforded to councils as there is no taxation offset or benefit.

In view of the above and from a practical perspective, there are stark and fundamental differences between the relevance of depreciation expenses in a commercial environment as compared with a local government council.

In a council environment:

- There is no distribution of profits.
- Most Council assets are not intended to generate and/or maximise revenue or create a return on investment.
- Numerous assets are externally funded (partially or fully) through grants and contributions. Note: Assets are added to councils' portfolios, due to growth driven by communities, and election commitments, but no grants are provided by the State and Federal government for maintaining the asset/depreciation.
- Some councils have brought to account and depreciated assets which they neither own nor control, nor have any financial obligations for asset maintenance or replacement (e.g. Rural Fire Service 'Red Fleet' assets).
- Arguments persist that certain asset categories, e.g. roads, do not lose value should maintenance is adequate.
- Assets of councils are subject to rapidly changing demographics, global trends, changes in Community Strategic Plans, legislation, and technology.
- In some cases, the council determines that assets will not be replaced at the end of their useful life, e.g., community halls, due to changing demographics, community expectations, etc.

Consequently, it is apparent that depreciation expenses as defined by Australian Accounting Standards and adhered to by commercial entities are not necessarily compatible nor applicable for local government assets.

This situation was recognised as far back as 1922 when a Committee of Enquiry into Local Government Accounts stated:

*"In Local Government Accounts a charge for depreciation means a provision for replacements. What local government bodies are concerned with are the cash and funds available for expenditure, so that unless depreciation written off is actually set aside in a special bank account no advantage is gained by writing it off."*

This statement has some relevance today: *"depreciation means a provision for replacement."*

For the reasons enunciated earlier, most councils' assets have been externally funded (partially or fully) through grants and contributions (roads/sewerage/water), and councils will never be in a position, nor expected, to fully fund these assets when they are fully depreciated.

Additionally, some assets will never be replaced, and the A-G Office is claiming that 'assets' such as Rural Fire Service ('Red Fleet') are required to be depreciated even though councils have neither control nor obligation to fund or replace. These factors are unique to NSW local government and need to be accounted for as such. (The argument about '*the red fleet*' has gone on for years in NSW.)

This situation was recognised and addressed by the NSW Local Government Electricity County Councils in the late 1980s when their financial statements (audited by the NSW Audit Office) effectively only depreciated the equity that County Councils had contributed to the asset. This was achieved by amortising capital grants and contributions against the annual depreciation expenses.

Based on the NSW Local Government figures for the year ended 2019/20, the State average for depreciation expenses as a percentage of Opex was 20.8% with significant variances between regions, particularly between rural and urban councils.

Councils with the highest depreciation as a % of Opex:

- Liverpool Plains Shire Council 41.2%
- Carrathool Shire Council 36.6%

- Bland Shire Council 36.1%
- **Balranald Shire Council 34.3%**
- Lockhart Shire Council 34.0%

Councils with the lowest depreciation as a % of Opex:

- Council of the City of Ryde 8.9%
- Waverley Council 10.82%
- The Municipality of Kiama 11.96%
- Penrith City Council 12.04%
- Inner West Council 12.12%

It is no coincidence that the councils with the highest depreciation percentage to Opex are generally rural councils with extensive rural road networks (sealed and unsealed).

Councils' depreciation expenses are, of course, made up from a series of different asset classes; however, in most cases, road depreciation is often the largest single component and largely responsible for the considerable variances as illustrated.

Obviously, then, one size doesn't fit all, yet no allowance is made for these depreciation variances when important ratios such as the Operating Performance Ratio are prepared.

No figure in local government financial statements is subject to greater uncertainty and variability than road depreciation, which is constantly subject to climate events (excessive rainfall/flooding, etc), road transport regulations, grant funding, condition assessments, etc., thereby making it potentially the most unreliable and misleading figure.

Capturing the condition data on unsealed road networks is expensive to start off, but even more so when a single significant rain event changes the condition, making the data almost worthless. In turn, making the whole exercise seem quite academic.

Added to this depreciation scenario is the fact that many other assets of the council are subject to vastly different factors than those of a commercial entity.

This then begs the question...

Why are all council assets depreciated 100% based on cost or revalued amount when the council has not financed (nor expected to have financed) the full cost of the asset?

Is there a better way?

As councils' financial statements are prepared in accordance with Australian Accounting Standards, there is no scope for amendments to the depreciation expense as disclosed in the Operating Statement. (Amendments can be made to the Statement of Performance Measures (Notes G5 & H) and particularly, the Operating Performance Ratio.)

Councils' Operating Performance Ratios have been steadily decreasing over the past few years, with many councils reporting a negative %.

In the fiscal year ended 2020/21, the majority of NSW Councils (67) reported a negative operating performance ratio. This situation must be addressed as it is not truly reflective of performance.

It should be noted that with some exceptions, councils' Special Schedules (7) report that most councils' assets are rated satisfactory or better and only require continued maintenance work. Based on a limited sample, many councils report less than 10% of their assets as requiring renewal.

Given these scenarios, consideration should be given to the following options:

- *Eliminate all depreciation expenses from the calculation of the operating performance ratio:*
- OR,

- *Eliminate road depreciation expenses and depreciation expenses applicable to asset equity funded from grants and contributions from the calculation of the operating performance ratio.*

### **The Stockholm Syndrome**

The average reliance on grant income in most rural councils ranges from 44 to 55%. Due to the inability to match expenses with income, almost all rural councils become dependent on grant income. This is not unique to Balranald Shire Council, nor is this a new thing; it has been occurring for decades.

This dependency, year in, year out, of which a sizeable percentage isn't predictable (except some Federal grants: FAGs), means that to survive, councils are coerced to succumb to the will of whatever the 'captor' wishes: be it good, bad, or indifferent.

Mostly it's good, at least for those assets that are on the 10-year Financial Plan or are sorely needed by communities. This is especially the case with large and expensive upgrades to water filtration or sewerage treatment plants, or the provision of any infrastructure related to rapid population growth.

But preceding elections, past governments have circumvented councils and offered trinkets and bags of silver directed at community groups, sporting clubs, and volunteer associations. All (assets) of which are housed on either crown land or council-owned **operational land, on which** council is the asset custodian (read: responsible for ongoing maintenance and depreciation).

As the government directly approaches these groups, councils have no say in the additional maintenance and depreciation expenses and are readily forced into supporting these applications, adding further assets and additional depreciation costs.

Moreover, councils then get the task of delivering the project under the stringent procurement protocols not usually taken into consideration by the community (applicant), which often means either a reduction in scope is required, or a cost overrun occurs.

It is also a common occurrence of local government procurement paying above market rate for the delivery of projects, as providers of services know that these projects are unlikely not to proceed due to political fallout.

As an election is usually imminent, time constraints inevitably also become an issue. As the grants (inducements) all arrive at the same time (pre-election), in areas where there are few specialist contractors, the cost, as can be predicted, naturally rises.

Any council that refuses to supply a letter of support to the community groups' grant application will quickly bring community anger upon itself.

The government could solve this by referring to the Community Strategic Plans. Meaning that the process and document that all councils are supposed to be following is used to determine what grants would be assessable in the first instance. As there is a predetermined community mandate (the consultation when the Community Strategic Plan – CSP - was first commenced), the CSP could be used to determine what grants would align and therefore be approved.

- *The chronic dependence of rural councils on unpredictable grant funding coerces them into accepting externally driven projects that increase long-term financial burdens, undermine local priorities, and inflate delivery costs beyond their control, which may not address their Community Strategic Plans.*

### **The Inefficiency of Small Grants**

Administering a \$50,000 project (SCCF - the Stronger Country Communities Fund minimum amount) often costs the same or more in staff time as administering a \$500,000 project. Multiple

small-value grants, strewn across a large geographical electorate, take up significantly more staff time than a larger-value project in one location.

The impact and risk can quickly multiply, as the majority of low-cost projects are overseen by staff at a 'junior officer' level. This is because the charge-out rate for highly remunerated project managers in a council, which may even be external contractors (even more expensive), would quickly consume the 10% project management allowance linked to the small grant.

Secondly, a Project Management Office (PMO) usually has the responsibility of delivering multimillion-dollar projects, which often span more than a year, and are also grant-funded, and therefore on their own grant-induced timeline.

If the real administration and acquittal costs weren't carried by a council, many smaller projects wouldn't be delivered.

The SCCF grant allowance for project administration was only 10%. Most PMOs in councils have an internal client charge-out rate of 15%. But losing 5% wasn't the biggest issue, risk, or expense. Nor is a lack of highly remunerated and otherwise engaged professional project managers.

The onerous and costly requirement to effectively duplicate community consultation (already done as part of the Community Strategic Plan in all councils) and further the community development was not recognised as part of SCCF. This was the Black Hole councils were forced into.

These pre-election State Government inducements fly in the face of the Act (1993 NSW), as councils spend an enormous amount of time and money to complete their Community Strategic Plans after each local government election to comply with the Integrated Planning and Reporting (IP&R) requirements of the Act.

Capital expenditure, ongoing maintenance, and depreciation expenses form part of the Integrated Planning & Reporting framework (the Act), in the form of having a 10-Year Financial Plan, 4 Year Delivery Plan and 1 Year Operational Plan.

The arbitrary capital additions (voting inducements) - once per election cycle – begs the question why The Local Government Act (1993 NSW) forces councils to spend so much time and money on astute financial planning, community consultation (during the development of the Community Strategic Plan), reducing planned maintenance, and depreciation management only for the warrant to be stood aside when it's politically convenient!

- *Ultimately, small grants impose disproportionate administrative, compliance, and consultation costs on councils, often exceeding the value of the projects themselves. This undermines the integrity of long-term financial planning required under the Act and highlights the inconsistency of politically driven, ad-hoc capital injections.*

### **Grant Application Complexity**

The time taken to apply for the grants has become much more onerous. As the complexity and amount of information sought must be in concert with the latest guidelines on how to stop Pork Barrelling from occurring (again).

Most councils now employ, by absolute (financial) necessity, a professional Grants Officer, or if not, someone who spends much of their week on grant applications. This was unheard of ten years ago and has only become commonplace in the last five or so years.

The need to employ a Grants Officer, or contract it out, has created a new profession, as each year passes, the skills become more finely honed and specific to local government.

Judging by the author's experience, the Pork Barrelling continues. This is both predictable and unfortunate, as it's how our whole electoral system tends to work (as identified by the Nobel Laureate James Buchanan).

Each Opposition castigates the previous government for Pork Barrelling, then changes to grant criteria and assessment inevitably occurs, which drives the increase in sophistication and need for specialist staff.



This, in turn, then equates to increases in the cost to apply for grants (Catch-22), and a greater disappointment when reading the rationale as to why the grant application was unsuccessful.

(There is some irony with the increase in the sophistication of grant criteria. The challenge to the bureaucrats tasked with writing the *Dear John* letter is also far greater, as it's much harder for them to produce believable excuses on why a council missed out when the criteria were so eruditely met.)

- *Increasingly complex grant processes have created a costly cycle of specialised compliance that still fails to eliminate Pork Barrelling and only deepens councils' frustration.*

### **Timing of Grant Notifications**

Every year (NSW), councils have their budgets on display for 28 days during the public consultation period before adoption, which usually occurs in May. The budgeting process takes months, usually commencing in November of the previous year.

Often, a state government knows they'll have a fiscal impact on councils well in advance (before a state government election) but remains silent on their plans that will financially impact councils until just prior, or sometimes even after, councils have adopted their budget. This sleight of hand is never well received and causes stalwarts to lose trust very quickly.

- *Such last-minute disclosures erode confidence and trust, leaving councils blindsided by financial impacts they should have been told about months earlier.*

### **The Cookie-Cutter Approach**

States are as geographically diverse as they are large. The more removed from metro areas, the more bespoke infrastructure development and delivery needs to become based on these simple facts.

Due to capacity and assessment constraints by the grant providers, it is often difficult for bureaucrats and Ministers alike to comprehend local factors. Or even if they do, to have the capacity to adjust accordingly.

Worse still, recently the author has observed that the grant criteria have been so focused on 'metro' that for a regional applicant, the level of scrutiny is unrealistic, as are some assumptions that have led the government to think everything is fair and just.

As a rural council, the author cannot help but think that the NSW State Government has found a new way not to be accused of Pork Barrelling. By writing the grant criteria, with so much emphasis on the areas that a government wants to spend money on, that the result will be predetermined. No Pork Barrelling accusations, as the grant criteria were met 100%.

(In NSW, the Rural Doctors' Network definition of what is 'rural' is just one example. It was once for populations of <10,000, the definition of 'rural' is now for populations <100,000, which takes in fringe metropolitan areas: hardly 'rural'!)

To create economies of scope and scale, a one-size-fits-all grant criterion is usually the standard fare. This makes it extremely difficult for administrators/acquitters of the grants when there are time constraints caused by local circumstances. Or worse, a natural disaster.

- *Ultimately, one-size-fits-all grant criteria ignore the realities of rural communities, creating predetermined outcomes that disadvantage regional councils and undermine fair, needs-based funding.*

### **Announcement Delays**

It is very frustrating for councils to be given a strict grant application due date, or else risk missing funding opportunities, only for the announcement of success to be delayed, ensuring alignment with a bad news day (for the government) or linked to an election announcement (usually a photo opportunity).

A delay by the grant provider often doesn't align with the acquittal date being pushed back by a pro-rata amount. This is especially the case pre-elections. This increases cost, as the time, cost and quality triangle must be in equilibrium. (To decrease time increases cost or reduces quality; the rule of project delivery.)

Councils then bear the brunt of poor-quality outcomes more often than they should, as there is an election approaching, and no time for the council to properly scope the project and time pressures leading to corner-cutting by the contractor.

There is a saying in the Quantity Surveying industry, "*Where there is confusion, there is profit.*" A less than scrupulous contractor, too well knowing the scope is rubbery and council is desperate to meet an unrealistic timeframe (caused by election inducements), uses the gaps in the scope and or contract to apply for extras.

- *Ultimately, politically driven delays and unrealistic timeframes create conditions ripe for poor-quality outcomes and cost blowouts, with councils left to absorb the consequences.*

### **The Hidden Cost of Compliance**

The NSW Local Government Act of 1919 was 344 pages long. The Act, as it stands now, is 749 pages long, excluding Schedules. There is a true and genuine cost to comply with twice as many legal requirements. This is a point not often acknowledged by those introducing the never-ending stream of amendments.

What was once the domain of the old 'Shire Clerk' (pre-1993 Act) is now far too onerous for a General Manager/CEO alone to keep abreast of and manage. The risk of non-compliance, and any resulting reputational damage or other fallout, is very real.

Some larger councils now employ a qualified legal counsel by necessity. Smaller councils aren't immune to spending either, except that the money leaves town, as specialist local government legal companies usually reside in large regional centres.

There are many other legislative examples of increases in responsibilities (costs) harboured by councils, a few of which are as follows:

- Crown Lands,
- Internal Audit & Risk Committee (changes in costs),
- Centralised auditing through the Auditor-General's office,
- Membership of Joint Organisations (previously Regional Organisations of Councils: free),
- Pensioner rebates etc.

Today, councils must comply with hundreds of pages of legislation, regulations, guidelines, mandatory reporting frameworks, and audit requirements. However, funding frameworks have not grown commensurately, resulting in a widening resourcing gap.

- *Overall, councils are being asked to meet a rapidly expanding compliance load without the matching funding required to do so, creating an increasingly unsustainable gap.*

### **Well-meaning but Poorly Aimed**

History continuously shows, when there is wrongdoing by a single council, bodies such as ICAC (NSW) investigate and recommend changes to legislation that add to the administrative burden for all.

However, when aggregated across the whole of NSW, with 128 councils, the solution almost inevitably costs more than the problem.

This is further exaggerated when the cost of the 'solution' is multiplied each year due to the passage of time, and even more so, if multiplied by the years to administer across the whole 537 councils in Australia, as other States copy the legislation.

- *In effect, reforms triggered by isolated misconduct often create statewide burdens that far outweigh the original problem and compound endlessly over time.*

### **Stacked Committees**

To all but seasoned bureaucrats and politicians alike, this submission may appear quite blunt. This was deliberate, as past attempts have obviously been less than successful (1977 & 2006 inquiries delivered almost nothing).

It's sad to read so many reports from inquiries and scholarly articles written over the last thirty years (30) or so, watch videos or listen to podcasts, and then reflect on the number of people who attended National and State Conventions (local government) only to conclude councils aren't any better off than when the author received my first executive role in 1996.

History and past actions have shown our industry, over many different governments of all political persuasions, that local government is almost held in contempt by the other two tiers.

I argue that this is the case because of the huge volume of information and evidence provided by highly respected and qualified people, of all political ilk, which hasn't been acted upon. (See *References.*)

Except for amalgamations (which suited the government of the day), little attention has been paid to what everyone knows and has been saying for at least twenty years. Many local governments don't have the levers to use to raise enough funds, promptly, to be sustainable: at least not without substantial funding.

- *Despite decades of expert evidence and repeated inquiries, governments have consistently ignored the fundamental issue: local government still lacks the timely and sufficient revenue levers it needs to be sustainably funded.*

### **Trust of the Government**

The number one thing both the Federal and especially the State (NSW) Government must do is restore trust between local and state governments.

Too many times, local government, partly due to not being recognised in the constitution and being powerless, has been the recipient of sleights of hand.

Maybe the duplicitousness local government has been the recipient and victim of, and the reason many feel councils are held in disdain, is because it gets down to a simple common denominator, driven by the absolute and pure ambition to get voted back in at any cost. Local government is often collateral damage.

Does the way local government is treated boil down to an 'us, or them'? Because councils and councillors are an instrument of the state, based on the points in this paper, sadly, the answer must obviously be the latter.

All the scholarly papers, the parliamentary reviews, the networking at conferences, the think tanks, the effort by influencers, presentations to leaders, meetings with ministers, and time spent by local government councillors and staff, will mean nothing if the behaviour and attitude of politicians and senior bureaucrats towards local government remains as it is today.

- *Ultimately, none of the research, reviews, advocacy, or engagement will matter unless politicians and senior bureaucrats fundamentally change their behaviour and attitude toward local government.*

### **Real Independence**

One avenue that may assist in bringing faith and trust back would be to set up a panel completely independent of the government (read: not IPART or the Productivity Commission) populated by

respected people beyond reproach, such as retired judges or current scholars (who have strong scholarly records).

This panel would report on the action (or inaction) of the government, including the views of local government if (read: when) there is a lack of consensus between the Federal and State with Local Government.

Too many times, based on who holds 'the numbers,' recommendations have been crafted to suit political colours or cherry-picked to appeal to popular opinion (and votes).

- *A truly independent panel of respected, unimpeachable experts—such as retired judges or distinguished scholars—should be established to transparently report on government action or inaction, including points of disagreement with local government, to prevent politically motivated or selectively crafted recommendations.*

### **Sitting on Reports**

There have been many investigations and reports that have been suppressed and sat in Ministers' offices because they weren't aligned with the government of the day's previous statements, objectives, or promises. Also, because the truth may have hurt election chances.

Local government hasn't been immune to this charade. (While Gabrielle Upton was the NSW Local Government Minister, this occurred, despite many attempts to have reports released.)

The author has lost count of the number of consultants' reports that have reported on the failed integration and effectiveness of the E-Planning Portal (NSW), yet these reports don't see the light of day, as the risk of the sole planning system being brought to its knees during an imminent housing crisis is too high.

There was even a consultant appointed to review the Department Planning & Environment's own actions in implementing changes in fixing the flaws in the Portal from local government, which still, to this day, have not eventuated in change. Where did this report go?

(Affordable housing and associated ambitious government targets are the rhetoric used for its justification; however, the very definition of affordable housing in Australia is elusive via agreement, and so too are the agreed regulations to facilitate it.)

Whilst local governments accept that, given the investment, the Portal (Circa \$146 + million) is here to stay, the cookie-cutter approach is alive and well in written form for all to see with this product. If the Portal is the test case for monitoring, reporting and service interactions/delivery for all local government business moving forward in NSW, nothing will save us.

In concluding, somehow, which will be an enormous challenge and possibly a first in our country, there must be a methodology that cannot be interfered with when the report by the Standing Committee is nearing completion or completed, that ensures it sees daylight (unredacted).

- *A transparent, interference-proof process is essential to ensure that completed Standing Committee reports are released in full and not buried for political convenience.*

### **Cherry-Picking Findings**

Lastly, as has been the case with almost every review, even when (read: if) the report is fair (read: not biased), consultative (read: genuine), there has been a propensity for governments to impose on local government the recommendations that fall completely on councils, versus anything the government should address. (Do as I say, not do as I do.)

- *Governments too often adopt review recommendations that impose obligations solely on local councils while avoiding those requiring state or Commonwealth action, perpetuating an inequitable policy burden on local government.*

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## FINANCIAL IMPLICATION

Although there is no extra cost to council, other than staff time (CEO) to write the submission, **if** the government listens and acts, there may be a positive benefit longer term, not only for Balranald Shire Council, but the wider industry.

It's no secret that Balranald Shire Council, and the vast majority of regional, rural, or remote councils in NSW, are facing fiscal challenges. The levers open to councils are somewhat outdated and have so many caveats attached that even when enacted (a Special Rates Variation), the financial improvement is likely to be short-lived.

The cost shifting and reduction in the Federal Assistance Grants are only two issues adversely affecting local government sustainability.

Even when, after an expensive and time-consuming process to apply for and enact a Special Rates Variation, the increase in income is inevitably reduced as cost shifting and rates pegging reassert their forces on a council's budget.

Specialist consultants advised staff that their rule of thumb is that an SRV will last about ten (10) years before a council is back to square one.

## LEGISLATIVE IMPLICATION

N/A.

## POLICY IMPLICATION

N/A

## RISK RATING

- What can happen?

The risk for councils is that the Federal Government **cherry picks the findings** of the inquiry based on their own political objectives, and that the time spent by councils across Australia who submitted will be wasted.

- How can it happen?

The whole model of financing local government is completely broken, and what responsibilities councils have gained are almost boundless, as both levels of government abandon regional areas (in particular). The solutions may likely be placed in the too-hard basket, as have the recommendations of past reviews.

- What are the consequences of the event happening?

The challenges local government faces won't disappear. Eventually, with a great deal of predictability, many councils will face a cash-flow issue and either drastically cut services or seek high Special Rate Variations (or both). Ultimately, the fiscal damage flows upwards and adversely affects the GDP of the whole country.

- What is the likelihood of the event happening?

High, but variable depending on local circumstances.

- Adequacy of existing controls?

If the existing paradigm were fine, the Federal Government wouldn't be carrying out this inquiry into local government financial sustainability.

- Treatment options to mitigate the risk?

N/A

## CONCLUSION

Local government plays a critically important role that underpins all communities everywhere.

A failure at the grass roots level, which is what has been happening in NSW (at least), for successive Parliaments (over decades) to listen, understand, or act (with sincerity and integrity), has placed local government in a precarious situation.


If ever there was a time to address the previous lack of action, it is now.

Whilst previous State Governments have used challenges faced by local governments to push their own political agendas, without sincerely addressing the real issues, it is hoped that, as this is a Federal inquiry, the Federal Government listens and uses its influence to deliver positive outcomes.

Productivity is not the problem. Structural underfunding, cost shifting, grant distortion, workforce erosion, and political interference are the core drivers of local government financial unsustainability.

Until councils are given stable revenue, genuine autonomy, and properly funded responsibilities, no number of reviews, coordination rhetoric, or compliance reform will fix the system.

## ATTACHMENTS

1. **The House of Representatives Standing Committee on Regional Development, Infrastructure and Transport inquiry into the funding and financial sustainability of local governments in Australia** [↓](#) 

**From:** [Block, Steve \(S. Ley, MP\)](#)  
**To:** [Farrer Electorate \(S. Ley, MP\)](#)  
**Subject:** Renewed parliamentary inquiry into local government sustainability  
**Date:** Tuesday, 11 November 2025 2:08:11 PM  
**Attachments:** [image001.png](#)

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Good afternoon, Farrer GMs

While there is some debate on the speed and process of this look into LGA funding, please note the following. The Minister's office advise new or updated submissions are welcome, but those who made submissions to the previous Inquiry can be assured that they will also be considered.

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The House of Representatives Standing Committee on Regional Development, Infrastructure and Transport has launched a new inquiry into the funding and financial sustainability of local governments in Australia.

Chair of the Committee, Mrs Fiona Phillips, said 'the Committee wants to gain a deeper understanding of the financial relationship between local government and other levels of government in Australia, with a particular emphasis on funding mechanisms and fiscal sustainability.'

The inquiry aims to identify how funding arrangements affect local government's ability to deliver services and invest in local infrastructure by identifying all sources of government funding received by local governments. The Committee will also be exploring how to overcome barriers to infrastructure service delivery. It will consider trends in attracting and retaining a skilled workforce, impediments to security for local government workers and the impacts of labour hire practices.

The Committee will be considering whether existing funding mechanisms are addressing the evolving responsibilities of local governments.

**The Committee welcomes submissions from interested organisations and individuals by 3 February 2026.** Further information on the inquiry, including the terms of reference and how to contribute, is available on the Committee's website.

[https://www.aph.gov.au/Parliamentary\\_Business/Committees/House/Regional\\_Development\\_Infrastructure\\_and\\_Transport/LocalGovernmentFunding](https://www.aph.gov.au/Parliamentary_Business/Committees/House/Regional_Development_Infrastructure_and_Transport/LocalGovernmentFunding)

Evidence provided to the House of Representatives Standing Committee on Regional Development, Infrastructure and Transport inquiry into Local Government Sustainability of the 47th Parliament will be considered as part of this new inquiry.

**Steve Block**

**Adviser | The Hon Sussan Ley MP**

Federal Member for Farrer | Leader of the Opposition  
Albury 02 6021 3264 | Canberra 02 6277 4022





**10.4 CONSIDERATION OF THE IMPACT TO WATER USERS IN BALRANALD RESULTING FROM RECENT RESERVOIR REFURBISHMENT**

**File Number:** D25.117672  
**Author(s):** Edna Mendes, Chief Financial Officer  
**Approver:** Terry Dodds PSM, Chief Executive Officer  
**Operational Plan Objective:** Pillar 3: Our Economy – A community that ensures a strong and resilient economy.

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**PURPOSE OF REPORT**

To advise Council on the implications of providing a possible compensation to water users, following changed supply arrangements during the recent water reservoir upgrade works.

**OFFICER RECOMMENDATION**

That

1. Council resolve that no rebate or other compensation on water usage charges be provided in the current Budget year, to water users in Balranald, in relation to the reservoir upgrade works.
2. Council considers whether any compensation is appropriate during development of the 2026/2027 Operational Plan, Budget and Revenue Policy – Fees & Charges and LTFP.

**REPORT****Background**

Council has recently undertaken significant upgrade works to the Balranald Water Supply reservoirs. These works were essential to ensure long-term water security, improve water quality and comply with current regulatory standards.

The project commenced in July 2025 and was completed in mid-November 2025. Councillors would be aware that there was a delay of approximately three (3) weeks to the original planned completion date of 20 October 2025, due to delays in the supply of materials required to complete the works.

Water users in Balranald were first notified of the upcoming works in March 2025, with the main impact of the project on users being, that for a period of time, the usual raw water supply was to be replaced with filtered water supply (through the raw water meter, and at the **reduced** raw water supply charge), so that the raw water reservoir could be taken off-line to complete the internal upgrade works.

During the project period, several public notices were issued, both through normal newspaper advertisements and through the Council's social media channels, regarding progress with completion and requesting users to exercise restraint in the use of water, particularly for outdoor purposes.

The reason is that the excess load on the filtered water supply needed to be controlled and managed to maintain a close to normal supply.

Notably, there was no period during the project where water supply was restricted or interrupted (other than for a brief period while cutover supply was implemented).

The intention was that for the most part, the impact on users was to be minimal, and would be confined only to the activities normally associated with raw water usage (watering of gardens, lawns, vehicle washing, etc).

As a result of the delays and the extended impact on users during the warmer and drier period, a suggestion has been made that some form of 'compensation', possibly a rebate on charges or increased allowance, be offered to users for the inconvenience experienced during the project.

This report explores how this might be accomplished and addresses the challenges such a proposal would present if the Council were to go down this path.

### Water Supply Charges

Charges for water supply are set during the consideration of Council's Annual Operational Plan, Budget and Long-Term Financial Plan (LTFP) and are advertised for a period of a minimum 28 days, before adoption by Council for the ensuing financial year.

This includes the Annual Charge for Water Supply, as well as the Water Usage Charge. For the financial year 2025/2026, the Council has fixed the following charges relevant to this report:

| Charge Description                  | Service *                | Charge Amount |
|-------------------------------------|--------------------------|---------------|
| Filtered Water Supply Annual Charge | Standard 20MM supply     | \$464.00      |
| Raw Water Supply Annual Charge      | Standard 20MM supply     | \$404.00      |
| Filtered Water Usage                | Per KL used up to 400 KL | \$1.90        |
| Filtered Water Usage                | Per KL used above 400 KL | \$2.90        |
| Raw Water Usage                     | Per KL used up to 600 KL | \$1.20        |
| Raw Water Usage                     | Per KL used above 600 KL | \$1.78        |

*\* Additional charges have also been set for different service supply sizes from 25MM to 100MM; however, these are not shown in the above table. Most households are supplied with the standard 20MM service.*

The revenue generated from the adopted charges underpins the operational and capital expenditure proposed for the year and ensures Council maintains a balanced budget, which is imperative to ensure the stability of our LTFP.

From the above table, Councillors will recognise that the charge for water supplied through the Raw Water System is considerably less than the equivalent charge for Filtered Water Supply, both in terms of the Annual Supply Charge and the per KL usage charge. In principle, this reflects the additional costs of treatment and the costs of meeting higher standards of potable water related to the delivery of filtered water for household consumption.

In terms of this report, this is relevant because for the period of the upgrade works, when raw water could not be supplied, Council provided filtered water, which was supplied via the raw water system and the usage of that water has been tracked via the consumer's Raw Water meter and therefore charged at the **lower rates** indicated in the above table. This ensured that users were not disadvantaged to any great extent during the project.

In effect, users have not incurred any additional cost for the water consumed than would have otherwise been the case, even though the higher standard of water has been supplied for that period.

Although there may have been some inconvenience to users during the time of the extended project, Council ensured that important community events took place as expected during this time and the swimming pool opened for the swimming season as scheduled.

The reservoir upgrade is a long-term investment in the community's water supply. While the project has taken longer than anticipated, the benefits will be shared across all ratepayers now that the project is complete.

### Mechanics of Water Billing

There are currently approximately 670 properties that are connected to both the Filtered water system and the Raw water system in the Balranald Water Supply area.

Council's water billing is undertaken on a cyclic basis generally each quarter, ensuring consistency across all ratepayers. The billing process is managed with the assistance of external contractors and the anticipated meter reading costs are factored into the annual budget.

During the meter reading process, both Filtered and Raw meters are read and the water usage for the previous period is then billed to the user at the appropriate tariff, as per the table above.

The tariff threshold of 400 KL for Filtered and 600 KL for Raw water usage, is an annual allowance and the readings each quarter are progressively tallied to determine when/if the user exceeds the threshold, and if so, the water usage above the threshold is then billed at the higher tariff step for the remainder of the year.

Users will have already been billed for water usage that occurred over the period of the reservoir upgrades.

### **Options for 'Compensation'**

To provide a rebate on charges for the period of altered supply would be almost impossible to calculate, due to the fact that no separate usage totals are available for that limited period between the standard quarterly meter readings.

If a single amount of rebate, say \$50.00 were to be considered, regardless of individual usage per assessment, this would not necessarily benefit those assessments that may have been impacted more than others, and would reduce Council's income for the year by just short of \$33,500.

Naturally this would impact the budget forecast significantly, without really adding any value to the users. It would also set an undesirable precedent for future works where an expectation would be created that any impact on users for Council undertaking its normal operational functions, could incur additional unplanned compensation.

Additionally, implementing an unplanned rebate mid-year, without it having been considered as part to the legislated Operational Plan and Budgeting processes, would fall outside the requirements of the Act and would not be considered favourable by the OLG, in terms of Council's requirements under the Performance Improvement Orders (PIO) that Balranald Shire has been subject to.

(It is noted that one of the points in the second PIO requires Council to refer any matter which is likely to have a detrimental impact on the LTFP, to the Audit Risk and Improvement Committee (ARIC), and unplanned compensation for operational works would likely fall into that category.)

Another option could be to offer an increased allowance for additional usage, but this would similarly potentially create an undesirable impact on users in the current year, due to the stated tariff allowance limits. By way of explanation, if a user that was approaching the allowance limit for accumulated usage was granted say an additional 50 KL, this could inadvertently cost the user more than otherwise would be the case, by pushing their consumption over the tariff limit and into the higher charge bracket.

As a point of advice, none of the above options or suggestions for compensation is a recommended solution.

What Council could consider, should it decide that some form of compensation is appropriate, is to consider the matter as part of the adoption of the Fees & Charges for the upcoming 2026/2027 Budget cycle. This would allow proper consideration of the impacts on the Budget and LTFP, and the setting of appropriate level of charges and allowable usage for each separate tariff step. For example, the option to increase the allowable usage for each tariff step from 400 KL to say 450 KL, would provide the intended benefit to the users, without undue impact on the overall Budget.

While there has been some social media traffic regarding the extended timeframe of the reservoir upgrades, the volume of commentary has not been significant. Allowing rebates in response to

this limited activity could encourage further social media campaigns, create unrealistic community expectations, and set a precedent for similar demands during future infrastructure projects.

**FINANCIAL IMPLICATION**

NIL as per recommendation

**LEGISLATIVE IMPLICATION**

NIL as per recommendation

**POLICY IMPLICATION**

NIL as per recommendation

**RISK RATING**

NIL

**ATTACHMENTS**

Nil

**10.5 DA 11/2026 - FENCING - VARIATION TO COUNCIL POLICY - 23 MOA STREET BALRANALD**

|                                    |                                                                                                                     |
|------------------------------------|---------------------------------------------------------------------------------------------------------------------|
| <b>File Number:</b>                | <b>D25.116769</b>                                                                                                   |
| <b>Author(s):</b>                  | <b>Nikkita Manning-Rayner, Planning Officer</b>                                                                     |
| <b>Approver:</b>                   | <b>David McKinley, Director of Infrastructure and Planning Services</b>                                             |
| <b>Applicant:</b>                  | <b>Andelle Constructions Pty Ltd</b>                                                                                |
| <b>Owner:</b>                      | <b>Ms E.M. Tracey</b>                                                                                               |
| <b>Proposal:</b>                   | <b>Fencing with a variation to Council Policy</b>                                                                   |
| <b>Location:</b>                   | <b>23 Moa Street, Balranald NSW 2715</b>                                                                            |
| <b>Operational Plan Objective:</b> | <b>Pillar 5: Our Infrastructure – A community that maintains and strengthens its natural and built environment.</b> |

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**PURPOSE OF REPORT**

To seek Council's consent for a development application from Andelle Constructions Pty Ltd for fencing involving a variation to Council's Fencing Code Policy.

**OFFICER RECOMMENDATION**

That Council approve a maximum height 1.8m fence to 23 Moa Street, Balranald as per the plans submitted to Council, subject to the following conditions:

1. The development authorised by this consent must be carried out in accordance with the conditions of this consent and the listed approved documents:
  - (a) Site / Fencing Plan
  - (b) Statement of Environmental Effects

Where there is inconsistency between the Statement of Environmental Effects and supporting documentation and the conditions of approval, the conditions of approval prevail to the extent of inconsistency.
2. No alteration to approved plans and specifications is allowed unless separately approved by Council.
3. All building work shall be carried out in accordance with the provisions of the Local Government Act 1993, the National Construction Code 2022, relevant Australian Standards and the Environmental Planning & Assessment Act 1979, regardless of any omission in the documentation submitted for approval.
4. No building materials shall be stored on the road reserve. All deliveries are to be placed immediately behind the property boundary.
5. Suitable hoardings to ensure the protection of the public are to be erected prior to commencement of work and maintained during the timeframe of the works.
6. A sign must be erected in a prominent position on the work site showing:
  - (a) The name of the principal contractor and a telephone number on which that person may be contacted outside working hours.
  - (b) That unauthorised entry to the work site is prohibited.

Any such sign must be maintained while the building work is being carried out, but must be removed when the work has been completed.

7. All works associated with the implementation / construction of the proposed activity (not operation of the proposal post construction), involving electric or pneumatic tools, or other noisy operations, shall be restricted to the following hours of operation:

- Monday to Friday: 7am to 6pm
- Saturdays: 8am to 1pm
- Sundays and Public Holidays: no work permitted

The following activities may be carried out in association with construction outside of these hours:

- any works that do not cause noise emissions to be audible at any nearby residences not located on the premises;
- the delivery of materials as requested by Police or other authorities for safety reasons; and
- emergency work to avoid the loss of lives, property and/or to prevent environmental harm.

Note: All noise generating activities are subject to the requirements of the Protection of the Environment Operations Act 1997. This condition of consent does not relieve the proponent, including developers, contractors or their agents, from the requirement under the relevant noise control legislation (POEO Act 1997).

8. No work is to be carried out which would cause nuisance by way of emission of noise, vibration, smell, fumes, smoke vapour, steam, soot, ash, dust, grit, oil, waste-water, waste products or otherwise.
9. Any waste or excavated materials removed from the site are to be taken to an authorised site for disposal. No fill is to be deposited on other land without the prior consent of Council.
10. The applicant is responsible to ensure that the fence is sited on the allotment as specified on the approved site plan.
11. The applicant is required to ensure that any easements registered over the title to the land are complied with.
12. No second-hand materials are to be used unless separately approved by Council and then made available for inspection prior to use.
13. All external metal cladding shall be of suitable colour and finish so as not to cause reflection or glare.
14. Any damage to Council's infrastructure or other services is the full responsibility of the proponent.
15. If any Aboriginal object is discovered and/or harmed in, or under the land, while undertaking the proposed development activities, the proponent must:
- Not further harm the object
  - Immediately cease all work at the particular location
  - Secure the area so as to avoid further harm to the Aboriginal object
  - Notify Heritage NSW as soon as practical on 131555, providing any details of the Aboriginal object and its location
  - Not recommence any work at the particular location unless authorised in writing by Heritage NSW.

In the event that skeletal remains are unexpectedly encountered during the activity, work must stop immediately, the area secured to prevent unauthorised access and NSW Police and Heritage NSW contacted

**REPORT**

Andelle Constructions Pty Ltd has lodged an application for a variation to Council's Fencing Code Policy in relation to the front and side fencing on the property at 23 Moa Street, Balranald. The proposal is to construct a 1.8m tubular metal pool-style fence to the front boundary and an approximately 17m section on the side boundary. **Attachment 1: DA 11/2026 - 23 Moa Street Balranald - Site Plan** depicts the proposed fencing arrangement.

23 Moa Street is a corner allotment containing an existing residential dwelling and associated outbuildings. The property has existing 1.8m high colourbond metal fences on the side and rear boundaries with 25-27 Moa Street and 155 Ballandella Street, and part of the secondary road boundary in Ballandella Street.

Multiple properties in proximity to 23 Moa Street have historic fence variation from the Fencing Code Policy, minimising character conflicts in the area.

The proposal is not likely to impact on traffic safety, pedestrian or vehicular, due to the low speed nature of the area; the large widths of the nature strips in Moa Street (8m) and Ballandella Street (6m); and the style of fencing proposed being tubular metal pool-style fencing with a minimum gap of 100mm between each rod.

Council has, as a precedent, previously approved similar height fencing to a number of properties in Balranald and Euston. Adjacent potentially impacted landowners have been notified of the proposal under the provisions of the Community Participation Plan 2019, with no submissions being received.

It appears that the owner of the property has given consideration to the design of the proposed fence to minimise potential impacts on traffic safety while seeking to improve the privacy and security of their property.

**FINANCIAL IMPLICATION**

Nil

**LEGISLATIVE IMPLICATION**

Nil

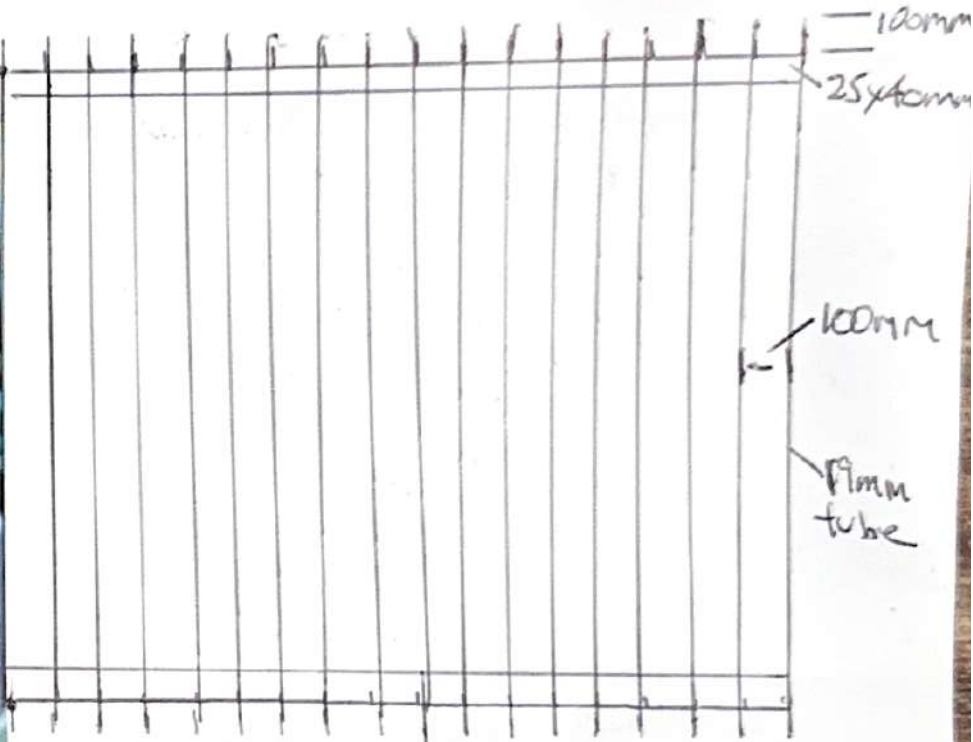
**POLICY IMPLICATION**

Fencing Code Policy

**ATTACHMENTS**

1. **DA 11/2026 - 23 Moa Street Balranald - Site Plan** [↓](#) 





TOTAL HEIGHT 186mm

Min 100 GAP Between rods



**10.6 DRAFT BALRANALD SHIRE ECONOMIC DEVELOPMENT STRATEGY 2025-2030**

|                                    |                                                                                         |
|------------------------------------|-----------------------------------------------------------------------------------------|
| <b>File Number:</b>                | <b>D25.117629</b>                                                                       |
| <b>Author(s):</b>                  | <b>Connie Mallet, Community Projects, Events and Grants Officer</b>                     |
| <b>Approver:</b>                   | <b>Hodi Beauliv, Executive Manager: Community and Governance</b>                        |
| <b>Operational Plan Objective:</b> | <b>Pillar 3: Our Economy – A community that ensures a strong and resilient economy.</b> |

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**PURPOSE OF REPORT**

To seek approval from Council to publicly exhibit the Draft Balranald Shire Economic Development Strategy 2025-2035 for public comment before it is formally adopted. The Strategy provides a strategic framework to support sustainable economic growth, investment attraction and development of employment opportunities across the Local Government Area.

**OFFICER RECOMMENDATION****That Council**

- **endorse the draft Balranald Shire Economic Development Strategy 2025-2035 to be placed on public consultation for 42 days**
- **approve the strategy to be adopted immediately by Council following the exhibition period if no significant public submissions are made**
- **note that if any significant public submissions are made the Strategy will be reported back to the February 2026 Ordinary Council meeting**

**REPORT**Background

Balranald Shire Council's last Economic Development Strategy was completed in 2011-2016. Since then there has been substantial change in the economy across the Local Government Area, and Balranald Shire has not had an updated strategy to guide it's work in this space.

Wentworth Shire Council also did not have a current Economic Development Strategy, and due to the synergies across the two Local Government Areas, the Department of Primary Industries and Regional Development provided some funding to assist Balranald and Wentworth Shire Council's to employ a consultant to develop complementary Economic Development Strategies. Rachael Williams, a local consultant with Local Logic Place, was employed to develop the strategies.

Key components of the plan

The vision of the plan is to stabilise, consolidate and ultimately grow the community's future by: building prosperity, encouraging enterprise and promoting liveability. In doing so the plan values inclusion, equity and fairness; communication/engagement; integrity and honesty; transparency' trust and respect; and relationship building, collaboration and partnership.

The five strategic goals of the Strategy are:

1. **OUR INDUSTRIES:** protect and grow our engine industries and attract and support emerging industries
2. **OUR INFRASTRUCTURE & AMENITIES:** provide and/or facilitate local infrastructure and amenity development to encourage growth and productivity - because great places to live are great places to work and visit

3. **OUR PEOPLE:** grow, attract and retain a creative, talented and skilled community and workforce
4. **OUR NATURAL ASSETS & IDENTITY:** protect natural assets and create a clear, unique and consistent regional identity to attract national and international attention
5. **OUR TOMORROW:** plan now for an even better tomorrow, building local connection, leadership, partnership, legacy and advocacy

Key partners in the delivery of the plan include: the community, local Government (particularly surrounding LGAs), Regional Joint Organisations, State Government including Department of Primary Industry and Regional Development, Cross-border Commissioners, Local Members of Parliament, industry, key organisations and data collectors.

#### Consultation

In developing the Strategy substantial consultation have already been undertaken with community, business and industry. This engagement is outlined in detail in the Strategy.

This report is seeking approval to place the Draft Strategy out for public comment for a total of 42 days. This allows for the standard 28 day consultation period, plus an additional two weeks for the public holidays when the Council Office will be closed and the community may be on leave.

#### **FINANCIAL IMPLICATION**

While there is no cost to the adoption of the Economic Development Strategy, some of the actions in the plan may have financial implications. These projects will not proceed without prior approval of funding through either Council's annual operational budget or grant funding.

#### **LEGISLATIVE IMPLICATION**

Nil

#### **POLICY IMPLICATION**

Nil

#### **RISK RATING**

Low

#### **ATTACHMENTS**

1. **Draft Balranald Shire Economic Development Strategy 2025-2030 (under separate cover)** 

**10.7 DRAFT BALRANALD SHIRE COUNCIL DESTINATION MANAGEMENT PLAN 2026-2031**

**File Number:** D25.117631

**Author(s):** Connie Mallet, Community Projects, Events and Grants Officer

**Approver:** Hodi Beauliv, Executive Manager: Community and Governance

**Operational Plan Objective:** Pillar 3: Our Economy – A community that ensures a strong and resilient economy.

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**PURPOSE OF REPORT**

To seek endorsement from Council to publicly exhibit the Draft Balranald Shire Destination Management Plan 2026-2031 for public comment before it is formally adopted. The plan provides a strategic framework to guide the sustainable growth, development and promotion of the Balranald Shire's visitor economy. The plan outlines a coordinated approach to tourism development that reflects the Shire's unique identity – where ancient landscapes, vibrant wetlands, riverscapes and rich cultural heritage converge.

**OFFICER RECOMMENDATION**

**That Council:**

- 1. Endorse the draft Balranald Shire Destination Management Plan 2026-2031 to be placed on public consultation for 42 days**
- 2. Approve the strategy to be adopted immediately by Council following the exhibition period if no significant public submissions are made**
- 3. Note that if any significant public submissions are made, the Plan will be reported back to the February 2026 Ordinary Council meeting**

**REPORT**Purpose of the Destination Management Plan

The Balranald Shire Destination Management Plan (DMP) provides a strategic framework to guide the sustainable growth, development and promotion of Balranald Shire's visitor economy. It aligns with the NSW Government's Visitor Economy Strategy 2030, Destination NSW regional priorities, Council's Economic Development Strategy and Community Strategic Plan, while reflecting the community's vision for economic resilience, cultural celebration, and environmental stewardship.

The plan outlines a coordinated approach to tourism development that reflects the Shire's unique identity—where ancient landscapes, vibrant wetlands, riverscapes and rich cultural heritage converge. This plan is informed by extensive stakeholder engagement, market analysis, and place-based insights. It integrates tourism with broader community development goals, ensuring that growth in visitation delivers tangible benefits to residents, businesses, Traditional Owners, and the environment.

Key components of the plan

The vision of the plan is for Balranald Shire to be recognised and celebrated as a vibrant, inclusive and culturally rich destination, where nature, heritage and community spirit converge to create unforgettable experiences and shared prosperity. This will be achieved through the consistent and collaborative delivery of authentic, inclusive, immersive and nature-based experiences that highlight the Council's tourism assets. The DMP aims to position the Balranald Local Government Area as "*Where the wetlands meet the Outback*".

The DMP has eight strategic objectives:

1. **Strengthen regional identity:** brand cohesion, cultural leadership, creative placemaking and regional collaboration
2. **Enhance visitor experience and visitor infrastructure:** Wayfinding and interpretation, amenities upgrades, digital integration and experience packaging
3. **Boost economic diversification:** tourism as a growth sector, creative enterprise support, infrastructure investment, housing strategy
4. **Grow overnight stay and spend:** event-driven attraction, accommodation packaging, digital booking enablement, touring route development
5. **Support local businesses:** capacity building, business exchange forums, co-branding toolkit, grant navigation support
6. **Convert pass-through traffic into meaningful visitation:** highway activation, short-stay itineraries, geo-targeted advertising, rest area enhancements
7. **Drive sustainable growth:** eco-tourism development, cultural protocols compliance, green infrastructure, monitoring and evaluation
8. **Foster stakeholder and community engagement:** co-design as core practice, inclusive governance, layered engagement channels, transparent communication, capacity building for participation, youth and intergenerational focus, feedback-to-action loop

The DMP also includes a destination overview, visitor profile, situation and market analysis, and an action and implementation plan. This plan will guide product development, experience design, and marketing strategies to best capitalise on the insights gathered from the analysis. Additionally, it outlines a stakeholder communications and engagement plan and establishes how performance will be monitored and evaluated.

#### Consultation

The development of the DMP was informed by extensive stakeholder engagement, market analysis, and place-based insights. The plan integrates tourism development with broader community goals, ensuring that growth in visitation provides tangible benefits to residents, businesses, Traditional Owners, and the environment.

#### **FINANCIAL IMPLICATION**

While there is no cost associated with adopting the DMP, some of the actions outlined in the plan may have financial implications. These projects will not proceed without prior approval of funding through either Council's annual operational budget or grant funding.

#### **LEGISLATIVE IMPLICATION**

Nil

#### **POLICY IMPLICATION**

Nil

#### **RISK RATING**

Low

#### **ATTACHMENTS**

1. **Draft Destination Management Plan 2026-2031 (under separate cover)** 

**10.8 OFFICE ACCOMMODATION ALTERNATIVE**

|                                    |                                                                                                                                      |
|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| <b>File Number:</b>                | <b>D25.117754</b>                                                                                                                    |
| <b>Author(s):</b>                  | <b>Terry Dodds PSM, Chief Executive Officer</b>                                                                                      |
| <b>Approver:</b>                   | <b>Terry Dodds PSM, Chief Executive Officer</b>                                                                                      |
| <b>Operational Plan Objective:</b> | <b>Pillar 6: Our Leadership – A community that values and fosters leadership, lifelong learning, innovation and good governance.</b> |

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**PURPOSE OF REPORT**

This report seeks Council's endorsement to investigate the feasibility, cost, approvals and delivery timeframes associated with the installation of a prefabricated (demountable) office building at the Balranald Shire Council Works Depot as a potential solution to office accommodation needs, while retaining Council's previously stated preference for a permanent long-term solution.

**OFFICER RECOMMENDATION**

That Council:

Reaffirms its October resolution supporting a permanent long-term office accommodation solution that maximises staff interaction and enhances the attraction and retention of staff by:

1. Endorsing the investigation of a prefabricated (demountable) office building to be located at the Balranald Shire Council Works Depot as a potential accommodation option; and
2. Requests a further report to the Council outlining feasibility, site constraints, planning and approval pathways, capital and operational costs, and delivery timeframes.

**REPORT**

In October, Council resolved to:

1. Reiterate its preference for a permanent solution that maximises the opportunity for staff interaction and the attraction of staff from nearby larger towns and cities; and
2. Endorses the use of the Theatre Royal building to meet immediate office needs and allocate \$77,000 from the Infrastructure Reserve.

Since that resolution, an alternative option is now suggested, which would support the Council's stated long-term objective in improving communication (staff interaction) and supplying an attractive workspace, being the installation of a prefabricated office facility at the Balranald Shire Council Works Depot.

This option has emerged as a potential means of improving staff amenity, functional integration of operational and administrative engineering teams (especially communication improvement), and long-term service efficiency, without depleting car parking from the Market Street CBD.

A demountable office structure at the Works Depot may offer several potential benefits, including:

- Purpose-designed accommodation aligned with Infrastructure and Works operational needs.
- Separation of administrative and daily operational activities while maintaining proximity.
- Improved workplace safety, amenity and compliance.
- Speed of delivery relative to permanent construction.
- Relocatability, or resale (of the building) if required in the future.

- Preservation of the main street (Market Street CBD) carparking.

Importantly, investigation of this option does not displace or defer the strategic intent adopted by Council in October but rather supports continuity of service delivery and staff wellbeing during the transition period.

Subject to Council endorsement, the investigation would examine:

- Site suitability and service availability at the Works Depot.
- Planning, building and compliance requirements.
- Size, configuration and functional suitability of a demountable office structure.
- Capital cost estimates and ongoing operational costs.
- Comparative cost-effectiveness against other medium-term options.
- Lead times for manufacture, delivery and installation; and
- Risks associated with temporary versus permanent accommodation solutions.

A comprehensive report would then be returned to Council for consideration before any commitment to expenditure or construction.

This investigation supports:

- Council's Workforce Strategy by improving staff attraction and retention.
- Work Health and Safety obligations through improved accommodation standards.
- Operational efficiency of Infrastructure and Works functions.
- Council's preference for evidence-based decision-making before capital investment.

### **FINANCIAL IMPLICATION**

There are no immediate financial implications arising from this report. Any future capital commitment associated with a demountable facility would be subject to a further Council report detailing full costings, funding options and budget impacts.

The Demountable option represents ~6–7% of the cost of a permanent civic build, while delivering:

- Immediate compliance.
- Substantial productivity uplift
- A relocatable asset with resale value.

The Theatre Royal solution remains the lowest-cost short-term fix, but:

- Carries ongoing operational inefficiencies.
- Has an unknown building hygiene risk.
- Does not contribute to long-term asset formation.

### **LEGISLATIVE IMPLICATION**

N/A

### **POLICY IMPLICATION**

N/A

### **RISK RATING**

Failure to address ongoing accommodation constraints presents escalating risks to:

- Staff health and wellbeing.
- Workplace safety and compliance.
- Regulatory performance.
- Service delivery resilience.

Conversely, investigating a demountable facility at this stage presents minimal financial or strategic risk, as no construction or procurement commitment is being sought through this report.

**CONCLUSION**

The investigation of a demountable office facility at the Works Depot provides the Council with a prudent, flexible and cost-conscious option that aligns with its long-term accommodation objectives.

Endorsing this investigation ensures the Council maintains momentum on resolving accommodation pressures while protecting future strategic choices.

**ATTACHMENTS**

**Nil**

**PART B – ITEMS FOR INFORMATION****11 CHIEF EXECUTIVE OFFICER'S REPORTS****11.1 AUSTRALIA DAY AWARDS**

|                                    |                                                                                                |
|------------------------------------|------------------------------------------------------------------------------------------------|
| <b>File Number:</b>                | <b>D25.117546</b>                                                                              |
| <b>Author(s):</b>                  | <b>Carol Holmes, Senior Executive Assistant</b>                                                |
| <b>Approver:</b>                   | <b>Terry Dodds PSM, Chief Executive Officer</b>                                                |
| <b>Operational Plan Objective:</b> | <b>Pillar 1: Our People – A community that is proactive, engaged, inclusive and connected.</b> |

**PURPOSE OF REPORT**

To advise Council of the Australia Day nominations received in each category.

**OFFICER RECOMMENDATION**

That the report be received and noted.

**REPORT**

Council received Nominations for Australia Day awards as set out in the table below.

This year Council requested nominations for the following 8 categories:

- Citizen of the Year
- Young Citizen of the Year
- Young Sportsperson of the Year
- Sporting Team of the Year
- Community Event of the Year
- Special Achievement of the Year
- Environmental Award

Nominations were received for 6 categories as there were no nominations for the Sportsperson of the Year or the Environmental Award.

| <b>Category</b>                | <b>Number</b> |
|--------------------------------|---------------|
| Citizen of the Year            | 5             |
| Young Citizen of the Year      | 2             |
| Young Sportsperson of the Year | 2             |
| Sporting Team of the Year      | 2             |
| Community of Event of the Year | 1             |
| Special Achievement            | 6             |



Some of our nominations had more than one category ticked.

It is proposed that the winners of the awards will be determined by the selection panel and will be announced at the Australia Day ceremonies. All nominees will be advised of their nomination in writing and will be invited to attend the ceremony on Australia Day.

**FINANCIAL IMPLICATION**

Nil

**LEGISLATIVE IMPLICATION**

Nil

**POLICY IMPLICATION**

Nil

**RISK RATING**

Moderate

**ATTACHMENTS**

Nil

**11.2 REPORT OF FINANCIAL INFORMATION**

**File Number:** D25.117642  
**Author(s):** Edna Mendes, Chief Financial Officer  
Kristy Cameron, Finance Officer  
**Approver:** Terry Dodds PSM, Chief Executive Officer  
**Operational Plan Objective:** Pillar 6: Our Leadership – A community that values and fosters leadership, lifelong learning, innovation and good governance.

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**PURPOSE OF REPORT**

The purpose of this report is to advise and report to council on the status of the following financial information as at, 30 November 2025:

1. Monthly Summary of Revenue and Expenditure for the Bidgee Haven Retirement Hostel;
2. Monthly Summary of Revenue and Expenditure for the Library;
3. Monthly Summary of Revenue and Expenditure for the Caravan Park; and
4. Monthly Summary of Revenue and Expenditure for Tourism.

**OFFICER RECOMMENDATION**

That Council notes the financial information contained in this report for the period ending, 30 November 2025.

**REPORT****BIDGEE HAVEN HOSTEL**

- **Current Status:** Small surplus
  - Salaries are slightly over the monthly expected budget, action is being taken to identify and bring back in line with budget.
- **Performance:**
  - Income is currently above the budgeted amount, primarily due to the occupancy level.
  - Expenditures are being very closely monitored.

**LIBRARY**

- **Current Status:** Deficit.
- **Key Factors:**
  - Delay in receiving priority grant payment.

- **Performance:**
  - Income is below budget due to the pending grant payment.
  - Expenditure is in line with the budget.

## CARAVAN PARK

- **Current Status:** Surplus.
- **Key Factors:**
  - Focused efforts on controlling expenditures.
  - Work being done around better structuring staffing.
- **Performance:**
  - Income is within acceptable limits of the budget.
  - With continues controls around expenditure the gap between budget and actual is reducing

## TOURISM

- **Current Status:** Deficit.
  - Bulk merchandise purchase that will show in revenue over a period of time
- **Performance:**
  - Both revenue and expenditure are aligned with budget expectations.

**Bidgee Haven Revenue/Expenditure 30 November 2025**

| Description                       | Actual 30<br>Nov 2025 | Budget 30<br>Nov 2025  | Original<br>Budget     | % Budget<br>received/spent |
|-----------------------------------|-----------------------|------------------------|------------------------|----------------------------|
| <b>INCOME</b>                     |                       |                        |                        |                            |
| Resident Accommodation Fees       | 27,879                | 9,248                  | 22,194                 | 126%                       |
| Resident Care Basic Daily Fees    | 105,878               | 88,438                 | 212,250                | 50%                        |
| Respite Care Fees                 | 15,189                | -                      | -                      |                            |
| Resident Care Subsidy (Cwlth)     | 730,300               | 625,000                | 1,500,000              | 49%                        |
| R/N Supplement (Cwlth)            | 264,872               | 283,333                | 680,000                | 39%                        |
| Interest on Investments           | 35,417                | 35,417                 | 85,000                 | 42%                        |
|                                   | <u>1,179,536</u>      | <u>1,041,435</u>       | <u>2,499,444</u>       |                            |
| <b>EXPENDITURE</b>                |                       |                        |                        |                            |
| Hostel Salaries                   | 949,372               | 874,447                | 2,098,673              | 45%                        |
| Hostel Travelling Expenses        | -                     | 1,042                  | 2,500                  | 0%                         |
| Hostel Training Expenses          | 520                   | 3,333                  | 8,000                  | 6%                         |
| Hostel Recruitment Expenses       | -                     | 4,167                  | 10,000                 | 0%                         |
| RAD Interest Return               | -                     | 417                    | 1,000                  | 0%                         |
| Hostel Electricity Charges        | 21,999                | 20,833                 | 50,000                 | 44%                        |
| Gas Expenses                      | -                     | 417                    | 1,000                  | 0%                         |
| Hostel Telephone Charges          | 1,857                 | 1,875                  | 4,500                  | 41%                        |
| Hostel Rates & Charges            | 6,790                 | 3,000                  | 7,200                  | 94%                        |
| Hostel Advertising Expenses       | -                     | 417                    | 1,000                  | 0%                         |
| Hostel Printing & Stationery      | 911                   | 1,042                  | 2,500                  | 36%                        |
| Hostel General Expenses           | 1,089                 | 1,042                  | 2,500                  | 44%                        |
| Hostel Vehicle Expenses           | 4,167                 | 4,167                  | 10,000                 | 42%                        |
| Hostel IT & Office Equipment Exps | 300                   | 417                    | 1,000                  | 30%                        |
| Hostel Maintenance & Repairs      | 12,874                | 25,000                 | 60,000                 | 21%                        |
| Hostel Cleaning Expenses          | 4,800                 | 6,250                  | 15,000                 | 32%                        |
| Hostel Subs & Membership Fees     | 4,227                 | 3,542                  | 8,500                  | 50%                        |
| Hostel Audit Fees                 | 360                   | 2,292                  | 5,500                  | 7%                         |
| Hostel - Activities Officer       | -                     | 3,333                  | 8,000                  | 0%                         |
| Hostel - Medical Supplies         | 1,963                 | 3,125                  | 7,500                  | 26%                        |
| Hostel Chemist Expenses           | 2,133                 | 5,417                  | 13,000                 | 16%                        |
| Hostel Food Supplies              | 19,781                | 22,917                 | 55,000                 | 36%                        |
| Contribution of Administration    | 39,554                | 39,554                 | 94,930                 | 42%                        |
| Depreciation                      | 24,583                | 24,583                 | 59,000                 | 42%                        |
| Hostel-Physio                     | -                     | 7,083                  | 17,000                 | 0%                         |
|                                   | <u>1,097,279</u>      | <u>1,059,710</u>       | <u>2,543,303</u>       |                            |
| <b>Surplus/Deficit</b>            | <u><b>82,256</b></u>  | <u><b>(18,275)</b></u> | <u><b>(43,859)</b></u> |                            |

**Self Contained Units Revenue/Expenditure 30 November 2025**

| Description                    | Actual 30<br>Nov 2025 | Budget 30<br>Nov 2025 | Original<br>Budget   | % Budget<br>received/spent |
|--------------------------------|-----------------------|-----------------------|----------------------|----------------------------|
| <b>INCOME</b>                  |                       |                       |                      |                            |
| SC Units Lease Rental          | 8,415.84              | 14,583.33             | 35,000.00            | 24%                        |
|                                | <u>8,415.84</u>       | <u>14,583.33</u>      | <u>35,000.00</u>     |                            |
| <b>EXPENDITURE</b>             |                       |                       |                      |                            |
| SC Units Electricity Charges   | 34.35                 | 1,250.00              | 3,000.00             | 1%                         |
| SC Units Rates & Charges       | 6,596.37              | 2,916.67              | 7,000.00             | 94%                        |
| SC Units Maintenance & Repairs | 1,761.66              | 2,083.33              | 5,000.00             | 35%                        |
| SCU Insurance                  | -                     | 625.00                | 1,500.00             | 0%                         |
|                                | <u>8,392.38</u>       | <u>6,875.00</u>       | <u>16,500.00</u>     |                            |
| <b>Surplus/Deficit</b>         | <u><b>23</b></u>      | <u><b>7,708</b></u>   | <u><b>18,500</b></u> |                            |

## Library Revenue/Expenditure 30 November 2025

| Description                         | Actual 30<br>November 2025 | Budget 30<br>November 2025 | Original Budget         | % Budget<br>received/spent |
|-------------------------------------|----------------------------|----------------------------|-------------------------|----------------------------|
| <b>INCOME</b>                       |                            |                            |                         |                            |
| Library Hire Fees                   | 3,736                      | 2,917                      | 7,000                   | 53%                        |
| Library Sundry Sales                | 261                        | 500                        | 1,200                   | 22%                        |
| Library Per Capita Subsidy          | -                          | 21,875                     | 52,500                  | 0%                         |
| Grants - Other Library Services     | 455                        | 19,792                     | 47,500                  | 1%                         |
|                                     | <u>4,452</u>               | <u>45,083</u>              | <u>108,200</u>          |                            |
| <b>EXPENDITURE</b>                  |                            |                            |                         |                            |
| Library Salaries                    | 35,148                     | 37,500                     | 90,000                  | 39%                        |
| Library Training Expenses           | 751                        | 1,750                      | 4,200                   | 18%                        |
| Library Conference Expenses         | 5,557                      | 1,583                      | 3,800                   | 146%                       |
| Library Electricity Charges         | 3,844                      | 3,250                      | 7,800                   | 49%                        |
| Library Telephone Charges           | 894                        | 1,333                      | 3,200                   | 28%                        |
| Library Rates & Charges             | 2,539                      | 1,083                      | 2,600                   | 98%                        |
| Library Printing & Stationery       | 287                        | 208                        | 500                     | 57%                        |
| Library General Expenses            | -                          | 417                        | 1,000                   | 0%                         |
| Library Maintenance & Repairs       | 2,044                      | 3,750                      | 9,000                   | 23%                        |
| Library Cleaning Expenses           | 364                        | 1,875                      | 4,500                   | 8%                         |
| Library Security Expenses           | 178                        | 417                        | 1,000                   | 18%                        |
| Library Subs & Membership Fees      | 1,734                      | 1,792                      | 4,300                   | 40%                        |
| Library Purchase of Periodicals     | 2,636                      | 2,917                      | 7,000                   | 38%                        |
| Library Website & Internet Services | -                          | 1,667                      | 4,000                   | 0%                         |
| Grant Expenditure (Non Capital)     | 538                        | 5,000                      | 12,000                  | 4%                         |
| Contribution to Administration      | 6,988                      | 6,988                      | 16,770                  | 42%                        |
| Library Buildings Depreciation      | 20,940                     | 20,940                     | 50,255                  | 42%                        |
|                                     | <u>84,442</u>              | <u>92,469</u>              | <u>221,925</u>          |                            |
| <b>Surplus/Deficit</b>              | <u><b>(79,990)</b></u>     | <u><b>(47,385)</b></u>     | <u><b>(113,725)</b></u> |                            |

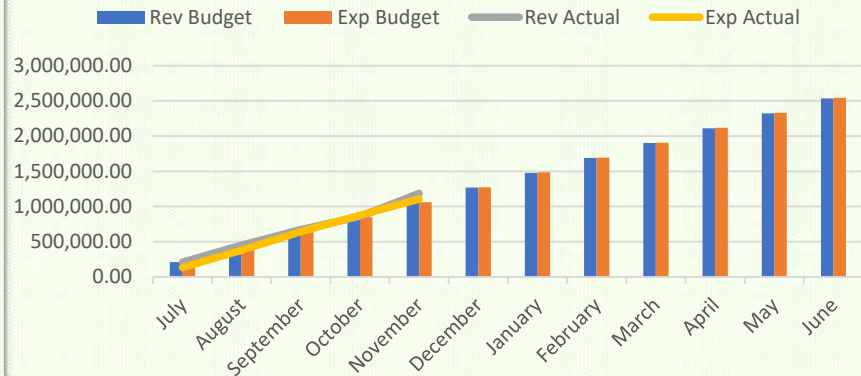
**Caravan Park Revenue/Expenditure 30 November 2025**

| <b>Description</b>                  | <b>Actual 30 Nov 2025</b> | <b>Budget 30 November 2025</b> | <b>Original Budget</b> | <b>% Budget received/spent</b> |
|-------------------------------------|---------------------------|--------------------------------|------------------------|--------------------------------|
| <b>INCOME</b>                       |                           |                                |                        |                                |
| Caravan Park Fees                   | 320,533                   | 333,333                        | 800,000                | 40%                            |
| Washing Machine Takings             | 2,565                     | 2,083                          | 5,000                  | 51%                            |
| Caravan Park Sundry Sales           | 756                       | 1,250                          | 3,000                  | 25%                            |
|                                     | <b>323,853</b>            | <b>336,667</b>                 | <b>808,000</b>         |                                |
| <b>EXPENDITURE</b>                  |                           |                                |                        |                                |
| Caravan Park Salaries               | 112,337                   | 104,167                        | 250,000                | 45%                            |
| Caravan Park Bank Fees & Charges    | 2,517                     | 2,708                          | 6,500                  | 39%                            |
| Caravan Park Electricity Charges    | 45,137                    | 38,333                         | 92,000                 | 49%                            |
| Caravan Park Telephone Charges      | 933                       | 1,250                          | 3,000                  | 31%                            |
| Caravan Park Rates & Charges        | 28,981                    | 10,833                         | 26,000                 | 111%                           |
| Caravan Park General Expenses       | 13,362                    | 10,833                         | 26,000                 | 51%                            |
| Caravan Park Maintenance & Repairs  | 18,007                    | 18,750                         | 45,000                 | 40%                            |
| Caravan Park Cleaning Expenses      | 4,016                     | 3,750                          | 9,000                  | 45%                            |
| Caravan Pk Software Licence Charges | 4,686                     | 3,333                          | 8,000                  | 59%                            |
| Administration Fees                 | 25,000                    | 25,000                         | 60,000                 | 42%                            |
| Cvan Park Depreciation              | 25,000                    | 25,000                         | 60,000                 | 42%                            |
|                                     | <b>279,976</b>            | <b>243,958</b>                 | <b>585,500</b>         |                                |
| <b>Surplus/Deficit</b>              | <b>43,878</b>             | <b>92,708</b>                  | <b>222,500</b>         |                                |

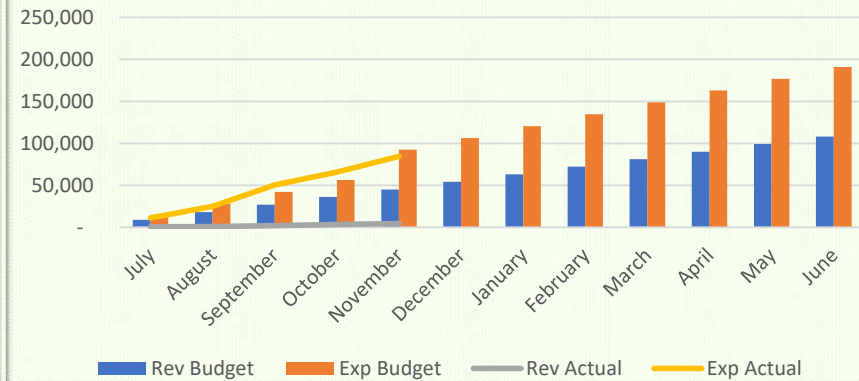
## Tourism Revenue/Expenditure 30 November 2025

| Description                         | Actual 30<br>November 2025 | Budget 30<br>November 2025 | Original<br>Budget | % Budget<br>received/spent |
|-------------------------------------|----------------------------|----------------------------|--------------------|----------------------------|
| <b>INCOME</b>                       |                            |                            |                    |                            |
| Tourism Fees                        | -                          | 208                        | 500                | 0%                         |
| Tourism Donations                   | 1,145                      | 1,667                      | 4,000              | 29%                        |
| Visitor Centre Cafe Lease Rental    | 14,891                     | 8,750                      | 21,000             | 71%                        |
| Outback Adventure Commissions       | 105                        | 10                         | 25                 | 418%                       |
| Other Tourism Commissions           | 236                        | 31                         | 75                 | 314%                       |
| Souvenir Sales                      | 31,040                     | 29,375                     | 70,500             | 44%                        |
| Refreshment Sales                   | 63                         | 208                        | 500                | 13%                        |
| Yanga Guide Sales                   | 849                        | 833                        | 2,000              | 42%                        |
| Tourism Sundry Income               | -                          | 417                        | 1,000              | 0%                         |
|                                     | <b>48,328</b>              | <b>41,500</b>              | <b>99,600</b>      |                            |
| <b>EXPENDITURE</b>                  |                            |                            |                    |                            |
| Tourism Salaries                    | 79,370                     | 77,083                     | 185,000            | 43%                        |
| Tourism Staff Uniforms              | -                          | 167                        | 400                | 0%                         |
| Tourism Travelling Expenses         | 935                        | 2,500                      | 6,000              | 16%                        |
| Tourism Training Expenses           | -                          | 1,042                      | 2,500              | 0%                         |
| Bank Fees & Charges                 | -                          | 500                        | 1,200              | 0%                         |
| Interest Expense                    | 7,487                      | 12,008                     | 28,819             | 26%                        |
| Tourism Electricity Charges         | 6,739                      | 16,667                     | 40,000             | 17%                        |
| Tourism Telephone Charges           | 1,217                      | 833                        | 2,000              | 61%                        |
| Tourism Rates & Charges             | 6,195                      | 2,583                      | 6,200              | 100%                       |
| Tourism Advertising Expenses        | 7,440                      | 20,833                     | 50,000             | 15%                        |
| Tourism Printing & Stationery       | 1,406                      | 1,458                      | 3,500              | 40%                        |
| Tourism Postage Charges             | -                          | 208                        | 500                | 0%                         |
| Tourism General Expenses            | 1,037                      | 833                        | 2,000              | 52%                        |
| Tourism Maintenance & Repairs       | 23,317                     | 4,167                      | 10,000             | 233%                       |
| Tourism Cleaning Expenses           | -                          | 2,917                      | 7,000              | 0%                         |
| Tourism Security Expenses           | 147                        | 292                        | 700                | 21%                        |
| Tourism Subs & Membership Fees      | 800                        | 1,667                      | 4,000              | 20%                        |
| Tourism Software Licence Charges    | -                          | 2,083                      | 5,000              | 0%                         |
| Tourism Website & Internet Services | -                          | 1,042                      | 2,500              | 0%                         |
| Tourism Merchandise & Souvenirs Exp | 20,003                     | 20,833                     | 50,000             | 40%                        |
| Events & Marketing Expenses         | 900                        | 8,333                      | 20,000             | 5%                         |
| Contribution to Administration      | 34,179                     | 34,179                     | 82,030             | 42%                        |
| Contribution to SW Arts             | -                          | 2,500                      | 6,000              | 0%                         |
| Depreciation                        | 22,500                     | 22,500                     | 54,000             | 42%                        |
|                                     | <b>213,671</b>             | <b>237,229</b>             | <b>569,349</b>     |                            |
| <b>Surplus/Deficit</b>              | <b>(165,344)</b>           | <b>(195,729)</b>           | <b>(469,749)</b>   |                            |

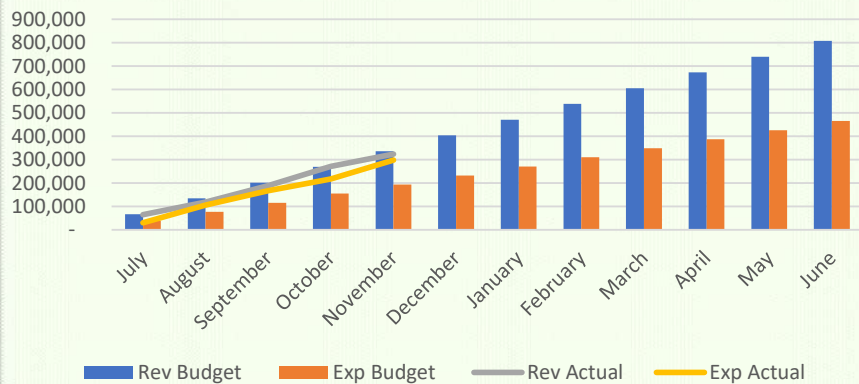
**Bidgee Haven & SCU Operational Revenue and Expenditure Budget v's Actual YTD**



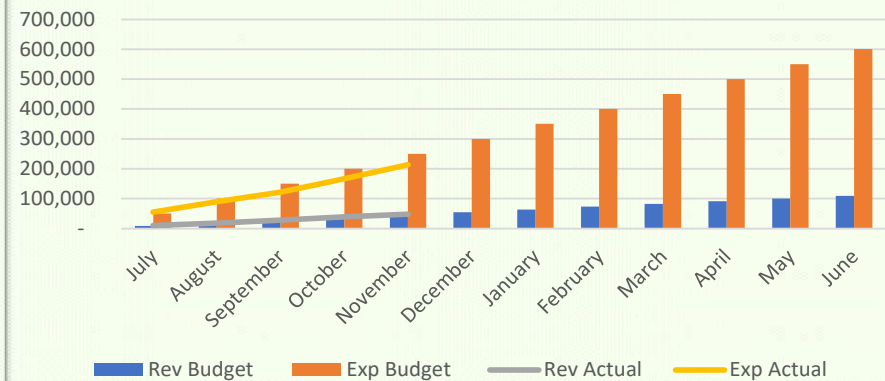
**Library Operational Revenue and Expenditure Budget v's Actual YTD**



**Caravan Park Operational Revenue and Expenditure Budget v's Actual YTD**



**Tourism Operational Revenue and Expenditure Budget v's Actual YTD**





**FINANCIAL IMPLICATION**

Nil

**LEGISLATIVE IMPLICATION**

Nil

**POLICY IMPLICATION**

Nil

**RISK RATING**

Low

**ATTACHMENTS**

Nil

**11.3 MONTHLY INVESTMENTS REPORT**

**File Number:** D25.117596  
**Author(s):** Kristy Cameron, Finance Officer  
**Approver:** Edna Mendes, Chief Financial Officer  
**Operational Plan Objective:** Pillar 6: Our Leadership – A community that values and fosters leadership, lifelong learning, innovation and good governance.

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**PURPOSE OF REPORT**

The purpose of this report is to report to Council on the balances of cash and investments held by Council as at 30 November 2025.

**OFFICER RECOMMENDATION**

**That Council note the information provided in this report.**

**REPORT****1 Cash and Investments Held**

Council's total cash and investments held as at 30 November 2025 is **\$31,547,782**.

This is a increase of \$547,155 (1.76%) on the previous month's total of **\$31,000,627**.

The increase is due to:

- Rates and Water 2<sup>nd</sup> Qtr. instalment payments
- FAGS 2<sup>nd</sup> Qtr. instalment payment

The investments balance as at 30 November 2025 is **\$30m**.

A summary of Council's investments as at 30 November 2025 is detailed on the next page.

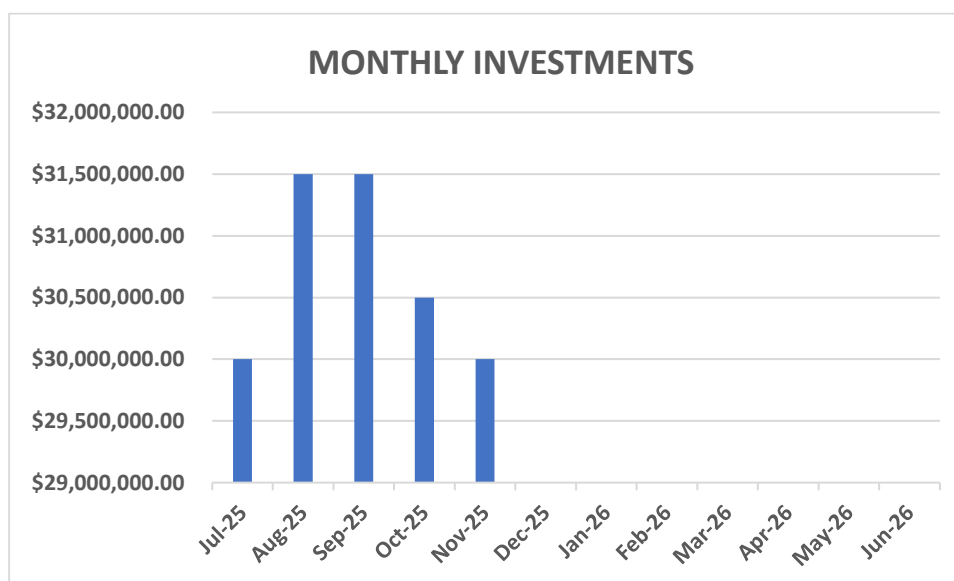
The table below also details the interest earned for November 2025 and the projected interest earnings for the Financial Year ending 30 June 2026.

## TERM DEPOSITS INVESTMENT REGISTER AND INTEREST EARNED 2025/26

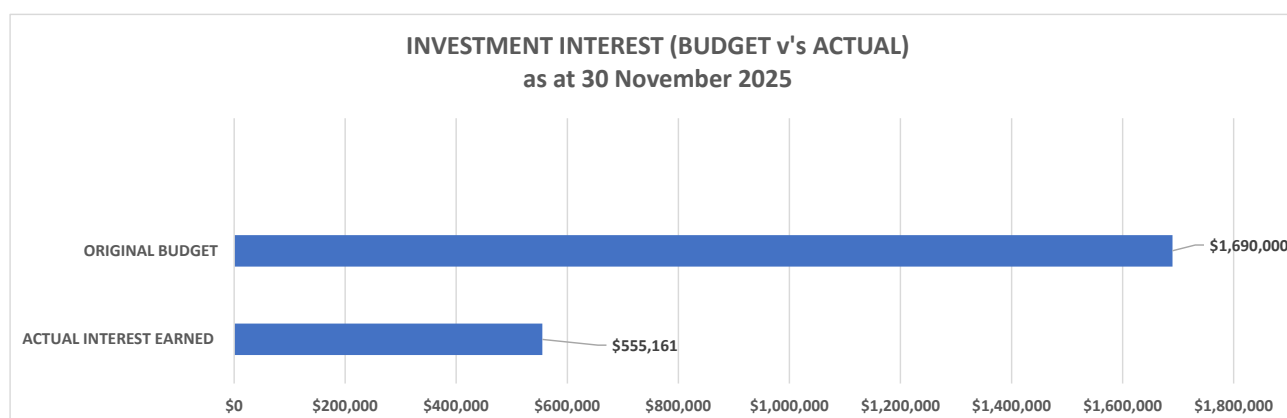
| Term Deposits                | S&P Rating | Term (Days) | Start Date       | Maturity Date | Interest Rate | Investment Value | Daily Interest | 30            |                                          |
|------------------------------|------------|-------------|------------------|---------------|---------------|------------------|----------------|---------------|------------------------------------------|
|                              |            |             |                  |               |               |                  |                | Nov-25        | Actual Interest Earnings to 30 June 2026 |
| Westpac Bank                 |            |             | matured          |               |               |                  | \$ 130.14      |               | \$ 13,404.42                             |
| Westpac Bank - 176576        |            |             | matured          |               |               |                  | \$ 131.51      |               | \$ 11,046.84                             |
| Westpac Bank                 | A-1+       | 365         | 22/09/2025       | 22/09/2026    | 4.02%         | 1,000,000        | \$ 110.14      | \$ 3,304.11   | \$ 30,948.49                             |
| Westpac Bank                 | A-1+       | 365         | 11/10/2025       | 11/10/2026    | 4.14%         | 1,000,000        | \$ 113.42      | \$ 3,402.74   | \$ 29,717.26                             |
| AMP                          |            |             | matured          |               |               |                  | \$ 69.86       |               | \$ 4,471.04                              |
| AMP                          |            |             | matured          |               |               |                  | \$ 131.51      |               | \$ 1,841.14                              |
| AMP                          |            |             | matured          |               |               |                  | \$ 62.33       |               | \$ 186.99                                |
| AMP                          |            |             | matured          |               |               |                  | \$ 123.29      |               | \$ 13,192.03                             |
| AMP                          |            |             | matured          |               |               |                  | \$ 61.64       |               | \$ 7,396.80                              |
| AMP                          |            |             | matured          |               |               |                  | \$ 61.64       | \$ 431.48     | \$ 8,013.20                              |
| AMP                          |            |             | matured          |               |               |                  | \$ 58.90       | \$ 1,001.30   | \$ 8,246.00                              |
| AMP                          |            |             | matured          |               |               |                  | \$ 58.90       | \$ 1,236.90   | \$ 8,481.60                              |
| AMP                          |            |             | matured          |               |               |                  | \$ 58.90       | \$ 1,413.60   | \$ 8,658.30                              |
| AMP                          | A-2        | 151         | 3/07/2025        | 1/12/2025     | 4.30%         | 500,000          | \$ 58.90       | \$ 1,826.03   | \$ 8,953.42                              |
| AMP                          | A-2        | 154         | 14/07/2025       | 15/12/2025    | 4.30%         | 1,000,000        | \$ 117.81      | \$ 3,534.25   | \$ 17,789.04                             |
| AMP                          | A-2        | 187         | 28/08/2025       | 3/03/2026     | 4.10%         | 500,000          | \$ 56.16       | \$ 1,684.93   | \$ 10,502.74                             |
| AMP                          | A-2        | 182         | 2/09/2025        | 3/03/2026     | 4.00%         | 500,000          | \$ 54.79       | \$ 1,643.84   | \$ 9,917.81                              |
| AMP                          | A-2        | 182         | 15/10/2025       | 15/04/2026    | 4.00%         | 1,000,000        | \$ 109.59      | \$ 3,287.67   | \$ 19,945.21                             |
| AMP                          | A-2        | 182         | 28/10/2025       | 28/04/2026    | 4.00%         | 500,000          | \$ 54.79       | \$ 1,643.84   | \$ 9,972.60                              |
| AMP                          | A-2        | 182         | 7/11/2025        | 8/05/2026     | 4.00%         | 500,000          | \$ 54.79       | \$ 1,260.27   | \$ 9,972.60                              |
| AMP                          | A-2        | 182         | 17/11/2025       | 18/05/2026    | 4.00%         | 500,000          | \$ 54.79       | \$ 712.33     | \$ 9,972.60                              |
| AMP                          | A-2        | 181         | 21/11/2025       | 21/05/2026    | 4.00%         | 500,000          | \$ 54.79       | \$ 493.15     | \$ 9,917.81                              |
| AMP                          | A-2        | 182         | 24/11/2025       | 25/05/2026    | 4.00%         | 500,000          | \$ 54.79       | \$ 383.56     | \$ 9,972.60                              |
| NAB Bank                     |            |             | matured          |               |               |                  | \$ 147.95      |               | \$ 295.90                                |
| NAB Bank                     |            |             | matured          |               |               |                  | \$ 67.81       |               | \$ 3,390.50                              |
| NAB Bank                     |            |             | matured          |               |               |                  | \$ 135.62      |               | \$ 2,983.64                              |
| NAB Bank                     |            |             | matured          |               |               |                  | \$ 127.40      |               | \$ 8,026.20                              |
| NAB Bank                     |            |             | matured          |               |               |                  | \$ 127.40      |               | \$ 4,968.60                              |
| NAB Bank                     |            |             | redeemed         |               |               |                  | \$ 61.65       |               | \$ 1,048.05                              |
| NAB Bank                     |            |             | redeemed/matured |               |               |                  | \$ 121.92      |               | \$ 3,657.60                              |
| NAB Bank                     |            |             | redeemed         |               |               |                  | \$ 60.82       |               | \$ 2,189.52                              |
| NAB Bank                     |            |             | matured          |               |               |                  | \$ 116.44      |               | \$ 6,637.08                              |
| NAB Bank                     |            |             | matured          |               |               |                  | \$ 116.44      |               | \$ 7,452.16                              |
| NAB Bank                     |            |             | matured          |               |               |                  | \$ 116.44      | \$ 1,397.28   | \$ 15,719.40                             |
| NAB Bank                     |            |             | redeemed         |               |               |                  | \$ 172.60      |               | \$ 20,539.40                             |
| NAB Bank                     |            |             | matured          |               |               |                  | \$ 115.07      |               | \$ 10,356.30                             |
| NAB Bank                     | A-1+       | 150         | 22/07/2025       | 19/12/2025    | 4.10%         | 1,000,000        | \$ 112.33      | \$ 3,369.86   | \$ 16,849.32                             |
| NAB Bank                     |            |             | matured          |               |               |                  | \$ 57.53       | \$ 1,534.93   | \$ 6,885.22                              |
| NAB Bank                     | A-1+       | 120         | 5/08/2025        | 3/12/2025     | 4.15%         | 500,000          | \$ 56.85       | \$ 1,705.48   | \$ 6,821.92                              |
| NAB Bank                     | A-1+       | 122         | 8/08/2025        | 8/12/2025     | 4.15%         | 1,000,000        | \$ 113.70      | \$ 3,410.96   | \$ 13,871.23                             |
| NAB Bank                     | A-1+       | 120         | 19/08/2025       | 17/12/2025    | 4.05%         | 500,000          | \$ 55.48       | \$ 1,664.38   | \$ 6,657.53                              |
| NAB Bank                     | A-1+       | 120         | 20/08/2025       | 18/12/2025    | 4.05%         | 500,000          | \$ 55.48       | \$ 1,664.38   | \$ 6,657.53                              |
| NAB Bank                     | A-1+       | 150         | 26/08/2025       | 23/01/2026    | 4.05%         | 1,000,000        | \$ 110.96      | \$ 3,328.77   | \$ 16,643.84                             |
| NAB Bank                     | A-1+       | 182         | 1/09/2025        | 2/03/2026     | 4.05%         | 1,000,000        | \$ 110.96      | \$ 3,328.77   | \$ 20,194.52                             |
| NAB Bank                     | A-1+       | 91          | 2/09/2025        | 2/12/2025     | 4.05%         | 1,000,000        | \$ 110.96      | \$ 3,328.77   | \$ 10,097.26                             |
| NAB Bank                     | A-1+       | 303         | 30/09/2025       | 30/07/2026    | 4.20%         | 1,000,000        | \$ 115.07      | \$ 3,452.05   | \$ 31,528.77                             |
| NAB Bank                     | A-1+       | 365         | 27/10/2025       | 27/10/2026    | 4.10%         | 500,000          | \$ 56.16       | \$ 1,684.93   | \$ 13,816.44                             |
| NAB Bank                     | A-1+       | 365         | 12/11/2025       | 12/11/2026    | 4.20%         | 1,000,000        | \$ 115.07      | \$ 2,071.23   | \$ 26,465.75                             |
| NAB Bank                     | A-1+       | 365         | 27/11/2025       | 27/11/2026    | 4.20%         | 500,000          | \$ 57.53       | \$ 230.14     | \$ 12,427.40                             |
| Bank of Queensland           |            |             | matured          |               |               |                  | \$ 67.12       |               | \$ 1,946.48                              |
| Bank of Queensland           |            |             | matured          |               |               |                  | \$ 135.62      |               | \$ 949.34                                |
| Bank of Queensland           |            |             | matured          |               |               |                  | \$ 63.01       |               | \$ 3,528.56                              |
| Bank of Queensland           |            |             | matured          |               |               |                  | \$ 127.40      |               | \$ 9,809.80                              |
| Bank of Queensland           |            |             | matured          |               |               |                  | \$ 64.38       |               | \$ 5,407.92                              |
| Bank of Queensland           |            |             | matured          |               |               |                  | \$ 129.59      |               | \$ 11,792.69                             |
| Bank of Queensland           |            |             | matured          |               |               |                  | \$ 63.01       |               | \$ 7,057.12                              |
| Bank of Queensland           |            |             | matured          |               |               |                  | \$ 62.33       |               | \$ 6,980.96                              |
| Bank of Queensland           | A-2        | 189         | 7/07/2025        | 12/01/2026    | 4.20%         | 1,000,000        | \$ 115.07      | \$ 3,452.05   | \$ 21,747.95                             |
| Bank of Queensland           | A-2        | 182         | 29/07/2025       | 27/01/2026    | 4.10%         | 500,000          | \$ 56.16       | \$ 1,684.93   | \$ 10,221.92                             |
| Bank of Queensland           | A-2        | 182         | 25/08/2025       | 23/02/2026    | 4.05%         | 500,000          | \$ 55.48       | \$ 1,664.38   | \$ 10,097.26                             |
| Bank of Queensland           | A-2        | 180         | 28/08/2025       | 24/02/2026    | 4.10%         | 500,000          | \$ 56.16       | \$ 1,684.93   | \$ 10,109.59                             |
| Bank of Queensland           | A-2        | 182         | 15/09/2025       | 16/03/2026    | 4.15%         | 1,000,000        | \$ 113.70      | \$ 3,410.96   | \$ 20,693.15                             |
| Bank of Queensland           | A-2        | 182         | 22/09/2025       | 23/03/2026    | 4.10%         | 500,000          | \$ 56.16       | \$ 1,684.93   | \$ 10,671.23                             |
| Bank of Queensland           | A-2        | 182         | 29/09/2025       | 30/03/2026    | 4.20%         | 1,000,000        | \$ 115.07      | \$ 3,452.05   | \$ 21,057.53                             |
| Bank of Queensland           | A-2        | 182         | 7/10/2025        | 7/04/2026     | 4.20%         | 500,000          | \$ 57.53       | \$ 1,726.03   | \$ 10,471.23                             |
| Bank of Queensland           | A-2        | 182         | 20/10/2025       | 20/04/2026    | 4.05%         | 500,000          | \$ 55.48       | \$ 1,664.38   | \$ 10,097.26                             |
| Commonwealth Bank            |            |             | matured          |               |               |                  | \$ 61.78       |               | \$ 432.46                                |
| Commonwealth Bank            |            |             | matured          |               |               |                  | \$ 61.51       |               | \$ 861.14                                |
| Commonwealth Bank            |            |             | matured          |               |               |                  | \$ 170.55      |               | \$ 10,915.20                             |
| Commonwealth Bank            |            |             | matured          |               |               |                  | \$ 113.42      |               | \$ 3,969.70                              |
| Commonwealth Bank            |            |             | matured          |               |               |                  | \$ 111.78      |               | \$ 9,501.30                              |
| Commonwealth Bank            |            |             | matured          |               |               |                  | \$ 111.51      |               | \$ 12,823.65                             |
| Commonwealth Bank            |            |             | matured          |               |               |                  | \$ 110.96      |               | \$ 9,542.56                              |
| Commonwealth Bank            |            |             | matured          |               |               |                  | \$ 54.93       |               | \$ 3,295.80                              |
| Commonwealth Bank            |            |             | redeemed         |               |               |                  | \$ 55.75       | \$ 1,672.50   | \$ 8,139.50                              |
| Commonwealth Bank            |            |             | matured          |               |               |                  | \$ 57.67       | \$ 634.37     | \$ 6,920.40                              |
| Commonwealth Bank            |            |             | matured          |               |               |                  | \$ 115.07      | \$ 3,452.10   | \$ 17,145.43                             |
| Commonwealth Bank            | A-1+       | 122         | 29/08/2025       | 29/12/2025    | 4.08%         | 500,000          | \$ 55.89       | \$ 1,676.71   | \$ 6,818.63                              |
| Commonwealth Bank            | A-1+       | 181         | 2/09/2025        | 2/03/2026     | 4.08%         | 1,500,000        | \$ 167.67      | \$ 5,030.14   | \$ 30,348.49                             |
| Commonwealth Bank            | A-1+       | 120         | 23/09/2025       | 21/01/2026    | 4.05%         | 1,000,000        | \$ 110.96      | \$ 3,328.77   | \$ 13,315.07                             |
| Commonwealth Bank            | A-1+       | 120         | 24/09/2025       | 22/01/2026    | 4.04%         | 1,000,000        | \$ 110.68      | \$ 3,320.55   | \$ 13,282.19                             |
| Commonwealth Bank            | A-1+       | 120         | 23/10/2025       | 20/02/2026    | 4.04%         | 1,000,000        | \$ 110.68      | \$ 3,320.55   | \$ 13,282.19                             |
| Commonwealth Bank            | A-1+       | 273         | 3/11/2025        | 3/08/2026     | 4.21%         | 1,000,000        | \$ 115.34      | \$ 3,114.25   | \$ 27,566.85                             |
| Commonwealth Bank            | A-1+       | 210         | 11/11/2025       | 9/06/2026     | 4.22%         | 500,000          | \$ 57.81       | \$ 1,098.36   | \$ 12,139.73                             |
| Total Term Deposits          |            |             |                  |               |               |                  | Avg Rate 4.10% | \$ 30,000,000 | \$ 911,641.91                            |
| Total At Call Accounts       |            |             |                  |               |               |                  |                | \$ 12,341     | \$ 18.91                                 |
| Total as at 30 November 2025 |            |             |                  |               |               |                  |                | \$ 30,012,341 | \$ 911,660.82                            |

\* at call interest earned - 1 July 2025 - 30 June 2026

The graph below details the monthly balance of investments from 1 July 2025 until 30 June 2026:



The graph below details the actual interest earned as at 30 November 2025 (\$555,161) and the original budget amount (\$1,690,000), for the 2025/2026 Financial Year:



The table below details the composition of investments with financial institutions as at 30 November 2025:

| Financial Institutions | Ratings | Composition % | Amount ('000) |
|------------------------|---------|---------------|---------------|
| Westpac                | A-1+    | 6.71          | 2,012         |
| AMP                    | A-2     | 19.99         | 6,000         |
| CBA                    | A-1+    | 21.66         | 6,500         |
| BOQ                    | A-2     | 19.99         | 6,000         |
| NAB                    | A-1+    | 31.65         | 9,500         |
|                        |         |               |               |
| <b>Total</b>           |         | <b>100.00</b> | <b>30,012</b> |

Council is compliant with the Investment Policy.

The table below details the balances of external and internal restrictions as at, 30 November 2025.

The table also details the balance of unrestricted cash investments as at, 30 November 2025:

**Details of Restrictions**

**External Restrictions**

|                                                             |                         |
|-------------------------------------------------------------|-------------------------|
| Water Supplies                                              | \$ 4,934,000.00         |
| Sewerage Services                                           | \$ 1,569,000.00         |
| Domestic Waste Management                                   | \$ 572,000.00           |
| Developer Contributions                                     | \$ 30,000.00            |
| Specific Purpose Unexpended Capital Grants - Gen Fund       | \$ 2,808,132.00         |
| Specific Purpose Unexpended Operational Grants - Gen Fund   | \$ 600,972.00           |
| Specific Purpose Unexpended Operational Grants - Water Fund | \$ 70,000.00            |
| Stormwater Levy - Urban Drainage Improvements               | \$ 58,000.00            |
| <b>Total External Restrictions</b>                          | <b>\$ 10,642,104.00</b> |

**Internal Restrictions**

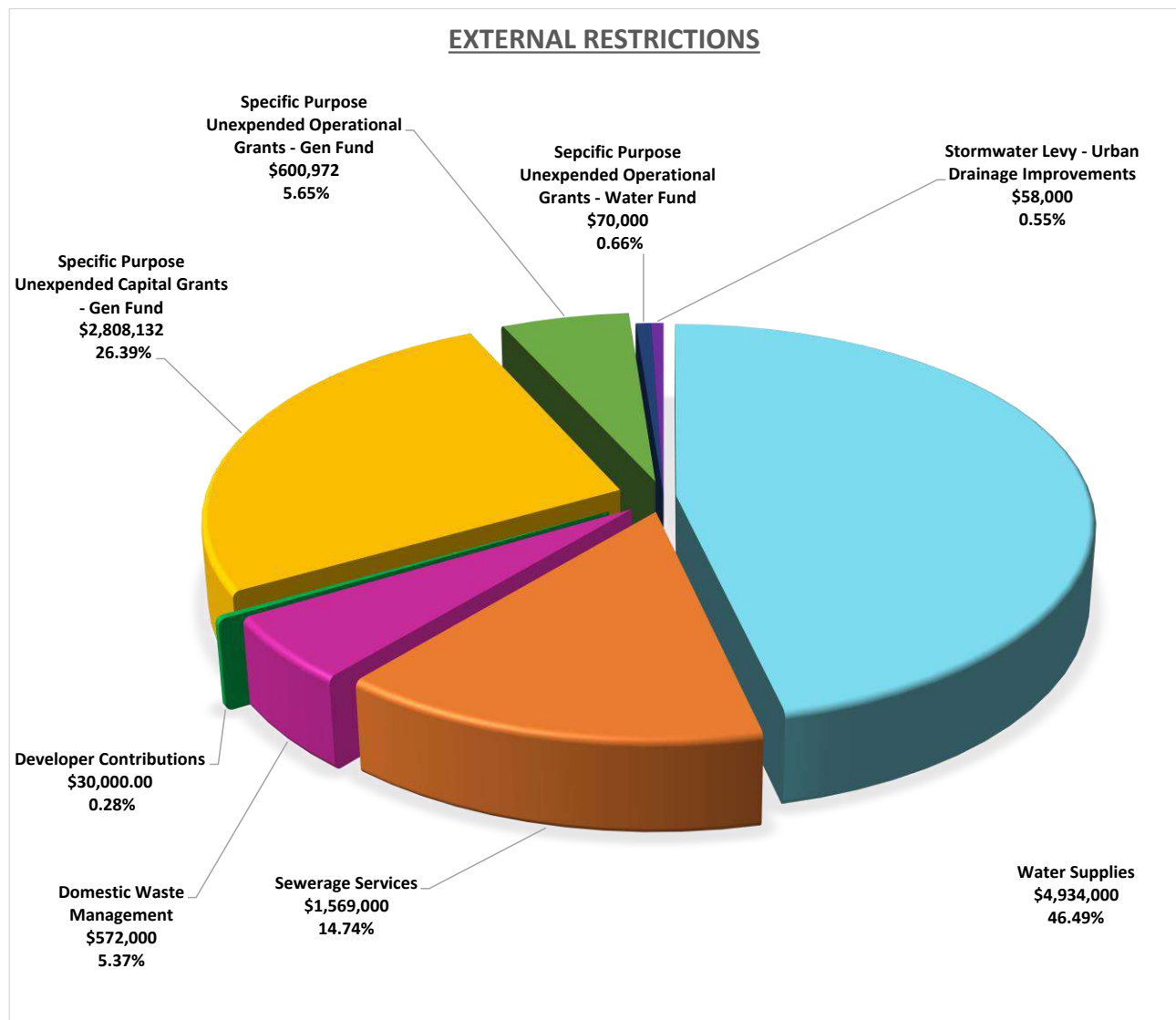
|                                    |                         |
|------------------------------------|-------------------------|
| Plant and Vehicle replacement      | \$ 1,954,547.32         |
| Infrastructure replacement         | \$ 1,474,399.51         |
| Employee Leave Entitlements        | \$ 311,439.76           |
| Caravan Park                       | \$ 553,250.72           |
| Gravel pits rehabilitation         | \$ 242,200.34           |
| Hostel bonds                       | \$ 1,830,299.51         |
| Self Care Unit bonds               | \$ 300,000.00           |
| Self Care Unit Maintenance         | \$ 16,165.83            |
| Financial Assistance Grant         | \$ 3,167,000.00         |
| Future Development Fund            | \$ 1,574,100.42         |
| Levy Bank Restoration              | \$ 250,000.00           |
| Asset Revaluation                  | \$ 80,000.00            |
| Insurance Premium                  | \$ 40,000.00            |
| Council Properties (rental Income) | \$ 140,000.00           |
| Elections                          | \$ 45,000.00            |
| IT Infrastructure Development      | \$ 500,000.00           |
| Housing Development Fund           | \$ 500,000.00           |
| Water - Infrastructure upgrade     | \$ 708,140.00           |
| Sewer - Infrastructure Upgrade     | \$ 391,986.00           |
| <b>Total Internal Restrictions</b> | <b>\$ 14,078,529.41</b> |

|                           |                         |
|---------------------------|-------------------------|
| <b>Total Restrictions</b> | <b>\$ 24,720,633.41</b> |
|---------------------------|-------------------------|

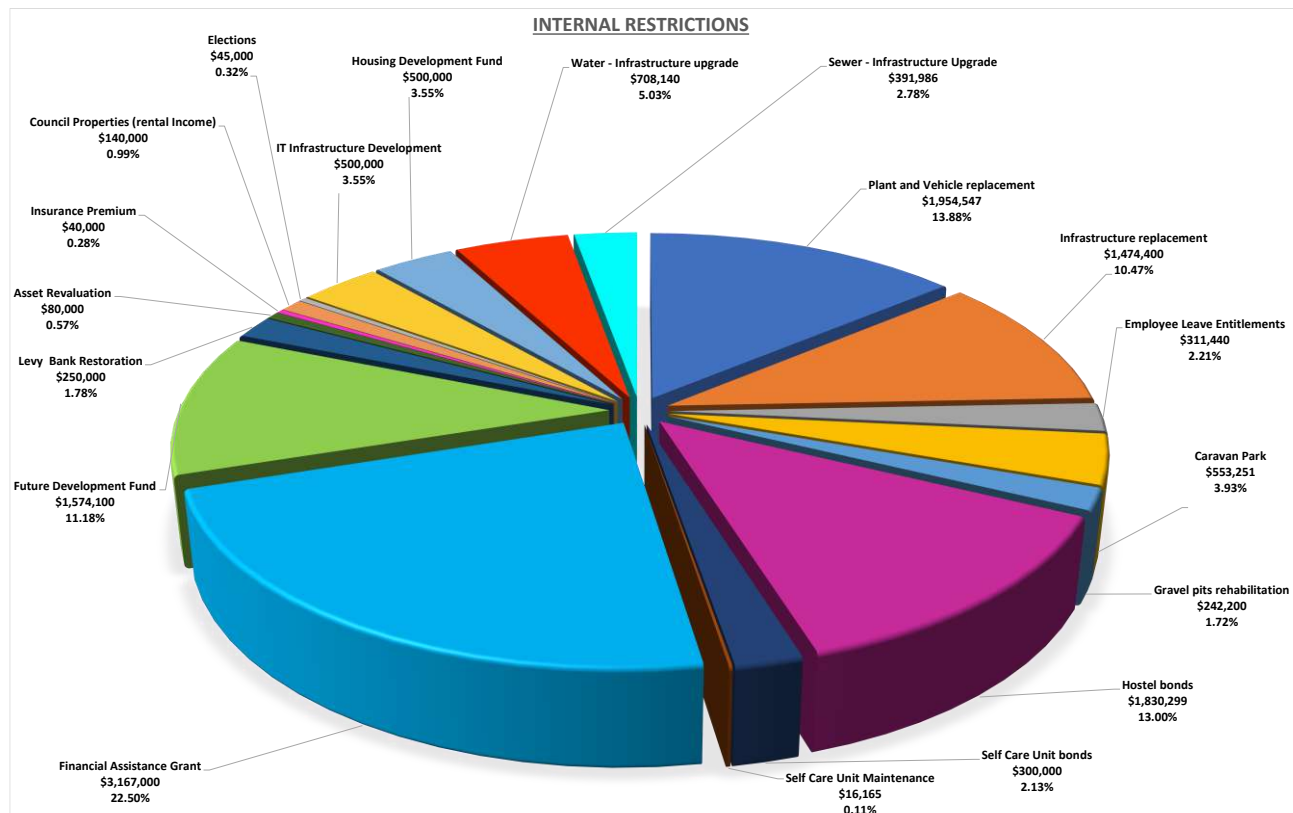
**Unrestricted Cash Investments**

|                                   |                         |
|-----------------------------------|-------------------------|
|                                   | \$ 6,827,148.59         |
| <b>Total Cash and Investments</b> | <b>\$ 31,547,782.00</b> |

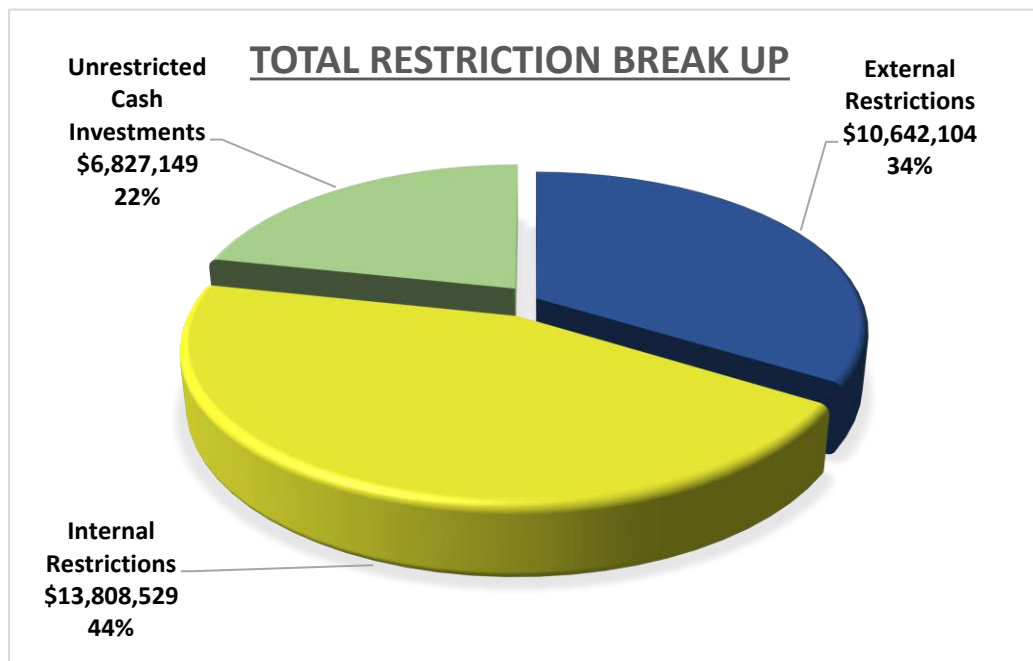
The chart below details the breakup of External Restrictions, detailing dollar value and percentage of each restriction as at 30 November 2025:



The chart below details the breakup of Internal Restrictions, detailing dollar value and percentage of each restriction as at 30 November 2025:



The chart below details an overall view of restricted cash as at 30 November 2025:



**SUMMARY**

Council currently holds \$31,547,782 in Cash and Investments. The average interest rate for November 2025 is 4.10%. The average interest rate has decreased since last month which was 4.14%.

I hereby certify that the investments listed within this report were made in accordance with Section 625 of the Local Government Act, 1993, clause 212 of the Local Government (General) Regulation 2021 and Council's Investment Policy.

E. Mendes

**Responsible Accounting Officer**

5 December 2025

**2. Bank Reconciliation as at 30 November 2025**

The bank reconciliation on the Westpac cash account, or operating account, has been reconciled as at, 30 November 2025 and is detailed below:

|                                             |                  |
|---------------------------------------------|------------------|
|                                             |                  |
| Opening Cashbook Balance                    | 488,286          |
| Plus Receipts                               | 2,849,198        |
| Less Payments                               | (1,802,043)      |
| <b>Cashbook Balance at 30 November 2025</b> | <b>1,535,441</b> |

|                                                   |                  |
|---------------------------------------------------|------------------|
| <b>Statement Summary</b>                          |                  |
| Opening Statement Balance                         | 491,492          |
| Plus Receipts                                     | 2,843,111        |
| Less Payments                                     | (1,804,364)      |
| <b>Bank Statement Balance at 30 November 2025</b> | <b>1,530,239</b> |
| Plus Unpresented Receipts                         | 9,538            |
| Less Unpresented Payments                         | (4,336)          |
| <b>Reconciliation Balance at 30 November 2025</b> | <b>1,535,441</b> |

E. Mendes

**Responsible Accounting Officer**

6 December 2025

**FINANCIAL IMPLICATIONS**

Nil.

**LEGISLATIVE IMPLICATIONS**

The Local Government Act, 1993.

The Local Government (General) Regulation, 2021.

Ministerial Investment Order (Gazetted 11 February 2011).

**POLICY IMPLICATIONS**

Council's Investment Policy (Adopted October 2021).

**RISK RATING**

Low.

**ATTACHMENTS**

Nil



**11.4 OUTSTANDING RATES AND USAGE CHARGES AS AT 30 NOVEMBER 2025**

**File Number:** D25.116768  
**Author(s):** Danika Dunstone, Rates & Debtors Officer  
**Approver:** Edna Mendes, Chief Financial Officer  
**Operational Plan Objective:** Pillar 3: Our Economy – A community that ensures a strong and resilient economy.

**PURPOSE OF REPORT**

The purpose of this report is to advise Council of the outstanding Rates and Charges and outstanding Water and Sewer Usage Charges as at 30 November 2025.

**OFFICER RECOMMENDATION**

**That Council notes the information contained within this report.**

**REPORT****Outstanding Rates & Annual Charges**

The following table provides a summary of the outstanding rates and annual charges, and the outstanding water and sewer usage charges as at 30 November 2025.

|                                  | <b>CE OUTSTANDING NOVEMBER 2025</b> |
|----------------------------------|-------------------------------------|
| <b>&amp; CHARGES</b>             | <b>\$2,780,019.44</b>               |
| <b>&amp; SEWER USAGE CHARGES</b> | <b>\$146,289.78</b>                 |
|                                  |                                     |
|                                  | <b><u>\$2,926,309.22</u></b>        |

**Summary of all Rates and Charges**

The table on the following page provides more detail on all Rates and Charges and Usage Charges as at 30 November 2025.

The 2025/2026 Net Levy of \$6,453,343.21 includes any debit or credit levy adjustments for the current financial year, plus water and sewer usage charges, interest charged and less any pensioner rebates issued.

The total amount outstanding includes amounts due for instalment 3 (28 February 2026) and Instalment 4 (30 May 2026).

The balance outstanding for rates and annual charges is 38.94 % (48.80% as at 31 October 25) of the total receivable as at 30 November 2025.

The balance outstanding for water and sewer usage charges is 32.92 % (60.75% as at 31 October 25) of the total receivable as at 30 November 2025.

| Balranald Shire Council - Statement of Rates and Charges |                                                                                                                      |                     |                     |                                               |                                             |                      |                                                       |                                             |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|---------------------|---------------------|-----------------------------------------------|---------------------------------------------|----------------------|-------------------------------------------------------|---------------------------------------------|
| As at 30-Nov-25                                          |                                                                                                                      |                     |                     |                                               |                                             |                      |                                                       |                                             |
| Income Category                                          | Arrears<br>30 June 2025                                                                                              | 2025/26<br>Net Levy | Total<br>Receivable | Amount Collected<br>as at<br>30 November 2025 | Collection as a<br>% of Total<br>Receivable | Total Balance<br>Due | Total Balance<br>Due as a % of<br>Total<br>Receivable | Net Arrears a<br>% of Net Levy<br>30-Nov-25 |
| General Fund Rates incl Interest / Legal charges         | \$460,720.39                                                                                                         | \$3,995,510.94      | \$4,456,231.33      | \$2,824,526.69                                | 63.38%                                      | \$1,631,704.64       | 36.62%                                                | 10.65%                                      |
| Waste Management Charges                                 | \$49,024.98                                                                                                          | \$568,467.85        | \$617,492.83        | \$347,997.74                                  | 56.36%                                      | \$269,495.09         | 43.64%                                                | 7.73%                                       |
| Stormwater Levy Charges                                  | \$2,483.33                                                                                                           | \$19,557.77         | \$22,041.10         | \$11,435.98                                   | 51.88%                                      | \$10,605.12          | 48.12%                                                | 11.08%                                      |
| Water Fund - Access Charges                              | \$96,463.61                                                                                                          | \$1,030,703.50      | \$1,127,167.11      | \$643,051.66                                  | 57.05%                                      | \$484,115.45         | 42.95%                                                | 8.44%                                       |
| Sewerage Fund - Annual Charges                           | \$76,986.99                                                                                                          | \$839,103.15        | \$916,090.14        | \$531,991.00                                  | 58.07%                                      | \$384,099.14         | 41.93%                                                | 8.32%                                       |
| Subtotal                                                 | \$685,679.30                                                                                                         | \$6,453,343.21      | \$7,139,022.51      | \$4,359,003.07                                | 61.06%                                      | \$2,780,019.44       | 38.94%                                                | 10.63%                                      |
| Water Fund - Consumption Charges                         | \$138,712.47                                                                                                         | \$285,398.80        | \$424,111.27        | \$282,254.56                                  | 66.55%                                      | \$141,856.71         | 33.45%                                                | 40.40%                                      |
| Sewerage Fund - Usage Charges Non Residential            | \$8,526.13                                                                                                           | \$11,781.04         | \$20,307.17         | \$15,874.10                                   | 78.17%                                      | \$4,433.07           | 21.83%                                                | 62.95%                                      |
| Subtotal                                                 | \$147,238.60                                                                                                         | \$297,179.84        | \$444,418.44        | \$298,128.66                                  | 67.08%                                      | \$146,289.78         | 32.92%                                                | 41.30%                                      |
|                                                          | \$832,917.90                                                                                                         | \$6,750,523.05      | \$7,583,440.95      | \$4,657,131.73                                | 61.41%                                      | \$2,926,309.22       | 38.59%                                                | 11.13%                                      |
| Notes                                                    | Arrears is rates overdue from previous years levies                                                                  |                     |                     |                                               |                                             |                      |                                                       |                                             |
|                                                          | Net Levy includes any DR & CR levy adjustments, interest charged and pensioner rebates                               |                     |                     |                                               |                                             |                      |                                                       |                                             |
|                                                          | Total Receivable includes arrears at 30 June 2025 plus the current net levy                                          |                     |                     |                                               |                                             |                      |                                                       |                                             |
|                                                          | Amount collected includes payments towards arrears and current net levy                                              |                     |                     |                                               |                                             |                      |                                                       |                                             |
|                                                          | Total Balance Due includes the arrears balance, as reduced by payments in this financial year, plus current net levy |                     |                     |                                               |                                             |                      |                                                       |                                             |
|                                                          | Net Arrears as a % of net levy, takes into account receivables for arrears and current net levy                      |                     |                     |                                               |                                             |                      |                                                       |                                             |

| Arrears 30th November 2025 |              |              |              |                |                |
|----------------------------|--------------|--------------|--------------|----------------|----------------|
| 366+ DAYS                  | 181-365 DAYS | 31-180 DAYS  | 1-30 DAYS    | CURRENT        |                |
| ARREARS                    | ARREARS      | ARREARS      | ARREARS      | NOT DUE        | TOTAL          |
| \$327,335.86               | \$166,082.96 | \$181,026.04 | \$316,843.66 | \$1,935,020.70 | \$2,926,309.22 |

## FINANCIAL IMPLICATIONS

Nil.

## LEGISLATIVE IMPLICATIONS

NSW LOCAL GOVERNMENT ACT (1993) AND ASSOCIATED REGULATIONS AND GUIDELINES.

## POLICY IMPLICATIONS

Nil.

## RISK RATING

Low.

## ATTACHMENTS

Nil

**11.5 OUTSTANDING DEBTORS AS AT 30 NOVEMBER 2025**

**File Number:** D25.116770  
**Author(s):** Danika Dunstone, Rates & Debtors Officer  
**Approver:** Edna Mendes, Chief Financial Officer  
**Operational Plan Objective:** Pillar 6: Our Leadership – A community that values and fosters leadership, lifelong learning, innovation and good governance.

**PURPOSE OF REPORT**

To provide Council with a report on the outstanding debtors as at 30 November 2025.

**OFFICER RECOMMENDATION**

**That Council note the report.**

**REPORT**

The table below details the total amount of outstanding debtors as at 30 November 2025. As can be seen from the table below, there are thirty-five (35) accounts that make up the debtors' balance of \$441,909.

There are seven (7) accounts that make up the current debtors' balance of \$10,795.

There are fifteen (15) debtors and one grant funding debtor that make up the thirty (30) day debtors' amount of \$355,341.

There are six (6) accounts that make up the sixty (60) days debtors' amount of \$5,176.

Finally, there are seven (7) accounts that make up the ninety (90) day debtors' amount of \$70,597.

| Number of Accounts | Current                | 30 days                 | 60 days               | 90 days                | TOTALS                  |
|--------------------|------------------------|-------------------------|-----------------------|------------------------|-------------------------|
| 7                  | \$10,795               |                         |                       |                        | <b>\$10,795</b>         |
| 15                 |                        | \$38,766                |                       |                        | <b>\$38,766</b>         |
| 6                  |                        |                         | \$5,176               |                        | <b>\$5,176</b>          |
| 7                  |                        |                         |                       | \$70,597               | <b>\$70,597</b>         |
| Grant funding      |                        | \$316,575               |                       |                        | <b>\$316,575</b>        |
| <b>TOTALS</b>      | <b><u>\$10,795</u></b> | <b><u>\$355,341</u></b> | <b><u>\$5,176</u></b> | <b><u>\$70,597</u></b> | <b><u>\$441,909</u></b> |

The balance of the outstanding debtors as of 31 October 2025 was \$667,441. There has therefore been an decrease of \$ 225,532 in outstanding debtors over the past month.

**Analysis of 90-day debtors**

The 90-day debtors' balance is made up of the following significant amounts:

- \$6,590 – Debtor has a payment plan in place.
- \$17,160 – Debt collection in progress.
- \$27,846 – Debtor has entered into a long-term payment plan.

**TOTAL            \$51,596**

**FINANCIAL IMPLICATIONS**

It is vitally important that outstanding debtors are monitored and pursued by staff in order to ensure that the Council is able to collect any debts owing in a timely, efficient and effective manner.

**LEGISLATIVE IMPLICATIONS**

Nil.

**POLICY IMPLICATIONS**

Debt Recovery Policy

**RISK RATING**

Low.

**ATTACHMENTS**

Nil

**11.6 GRANT FUNDED PROJECTS STATUS UPDATE**

|                                    |                                                                                                                                      |
|------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------|
| <b>File Number:</b>                | <b>D25.117634</b>                                                                                                                    |
| <b>Reporting Officer(s):</b>       | <b>Connie Mallet, Community Projects, Events and Grants Officer</b>                                                                  |
| <b>Responsible Officer:</b>        | <b>Hodi Beauliv, Executive Manager: Community and Governance</b>                                                                     |
| <b>Operational Plan Objective:</b> | <b>Pillar 6: Our Leadership – A community that values and fosters leadership, lifelong learning, innovation and good governance.</b> |

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**PURPOSE OF REPORT**

To provide Council with an updated summary of the current and active roads infrastructure, non-roads infrastructure and non-infrastructure grant funded projects as at the 8<sup>th</sup> December 2025. (*Attachment 1*).

**OFFICER RECOMMENDATION**

**That Council notes the report.**

**REPORT**

Listed in Attachment 1 are the grants and projects that are: currently on the grants register, actively being pursued or in the process of being or have recently been acquitted.

There are currently 4 roads and 4 non-roads grant applications pending, and 2 new non-road applications in the process of being submitted.

**FINANCIAL IMPLICATIONS**

Nil.

**LEGISLATIVE IMPLICATIONS**

Nil.

**POLICY IMPLICATIONS**

Nil.

**RISK RATING**

Low.

**ATTACHMENTS**

1. Grants Project Update Report December 2025 [↓](#) 



# BSC GRANTS PROJECTS UPDATE

**As @ 08-12-2025**

- Infrastructure Road Grants/Projects
- Grant Applications Pending - Road Grants
- Infrastructure Grants/Projects - Non Roads
- Non-Infrastructure Grants/Projects
- Applications Pending (Non-Roads)
- Applications In Progress of being submitted



BSC Grants Projects Update as at: 08-12-2025



## CONTENTS THIS MONTH:

### Report Highlights 03

### Infrastructure Road Grants/Projects

|                                                            |    |
|------------------------------------------------------------|----|
| Roads to Recovery (RTR/R3R) 2024-24                        | 04 |
| Transport for NSW – Road Safety Program 2023/24 to 2025/26 | 04 |
| Transport for NSW – Regional Roads Block Grant Agreement   | 05 |
| Transport for NSW – Natural Disaster AGRN1034              | 05 |
| Tronox - Maintenance of Regional Road 67                   | 05 |

### Grant Applications Pending – Road Grants

|                                                                                   |    |
|-----------------------------------------------------------------------------------|----|
| Safer Local Roads and Infrastructure Program – Round 4 - Tapalin Mail Road        | 06 |
| Disaster Ready Fund – Round 3                                                     | 06 |
| Public Works - Natural Disaster Non-Roads Assets                                  | 06 |
| Safer Local Roads and Infrastructure Program Round 4 – Benanee Road               | 06 |
| Safer Local Roads and Infrastructure Program Round 4 – MR6 Balranald-Ivanhoe Road | 06 |
| Towards Zero Safer Roads Program – High Pedestrian Activity Area                  | 07 |

### Infrastructure Grants/Projects – Non Roads

|                                                                         |    |
|-------------------------------------------------------------------------|----|
| Bidgee Haven Expansion Grant                                            | 08 |
| Stronger Country Community Funds (SCCF) Round 4                         | 08 |
| Discovery Centre Redevelopment – Far West Joint Organisation (JO) Grant | 09 |
| Local Roads Community Infrastructure Round 4 (LRCI4)                    | 10 |

**BSC Grants Projects Update as at: 08-12-2025**

|                                                                  |         |
|------------------------------------------------------------------|---------|
| Stronger Country Communities Fund (SCCF) R5                      | 11      |
| AGRN 1034 Floods 2022 Grant Funding – Office of Local Government | 12      |
| FSW Heritage & Cultural Trail – Far West Joint Organisation      | 13 & 14 |
| ORG Club Grant Category 3 Infrastructure Fund - July 2024        | 15      |

**Non-Infrastructure Grants/Projects**

|                                                                                     |    |
|-------------------------------------------------------------------------------------|----|
| Community Benefit Fund - Office of Responsible Gambling NSW                         | 16 |
| LGP Procurement Capability Grant Fund 2024                                          | 16 |
| Regional Drought Resilience Program                                                 | 17 |
| NSW Sustainable Communities Program Early Investment Round – Euston Club Submission | 18 |
| National Australia Day Community Events Grant                                       | 19 |

**Applications Pending (Non-Roads)**

|                                                                        |    |
|------------------------------------------------------------------------|----|
| Aged Care Capital Assistance Program Residential – Staff Accommodation | 20 |
| Local Jobs Program                                                     | 20 |
| Crown Reserve Improvement Fund 25/26 Balranald Caravan Park Upgrade    | 20 |
| Crown Reserve Improvement Fund 25/26                                   | 20 |

**Applications in Progress of being submitted (Non-Roads)**

|                   |    |
|-------------------|----|
| Get NSW Active FY | 21 |
|-------------------|----|



BSC Grants Projects Update as at: 08-12-2025

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## Report Highlights

### Completed Projects that have been taken off this Report from the last report:

Not applicable for this month's report.

### Successful Applications from last report:

Not applicable for this month's report

### New Application/s submitted since last report (Non-Roads):

- Crown Reserve Improvement Fund 25/26: Caravan Park Upgrade & Refurbishment Project
- Crown Reserve Improvement Fund 25/26: Euston Recreation Ground Reserve Lighting Project

### Applications in progress of being submitted (Non-Roads):

- Get NSW Active FY2026/27 program

BSC Grants Projects Update as at: 08-12-2025



## Infrastructure Road Grants

| Grant/Project                                                                                                                                                                                                                          | Description                                                                                                                                                                                                                                                                                    | Funding Amount                                                                                                                                                                                                                                                        | Status to date                                                                                                 | % Completion              | % Expenditure             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------|---------------------------|---------------------------|
| <b>Roads to Recovery (RTR / R2R) 2024-2029</b><br>Department of Infrastructure, Transport, Regional Development, Communications & the Arts<br><br><b>Job Code:</b><br><br><b>General Ledger:</b><br><br><b>Expected End date:</b> 2029 | For rural and local roads<br><br><b>Works for 2024/2025 Year</b><br>1. Shailer Terrace, Euston - Reinstate kerb & gutter<br><br>2. Marma Box Creek Road - Seal construction 3.9km<br><br><b>RTR Work Schedule for 2025 -2026:</b><br>Wooranbarra Corrong- Road level Raised/Re-sheeted for 4km | <b>TOTAL Allocation \$7,329,726</b><br><br><b>Planned Expenditure for 2024-2025: \$1,465,945</b><br>1. \$150,000.00<br>2. \$1,315,945.00<br><b>Funding Received 2024/25:</b><br>\$1,642,639<br><br>3. 150,000.00<br><b>Funding Received 2025/2026:</b><br>\$1,142,108 | <b>2024/2025 Year</b><br><br>1. Completed<br><br>2. Completed<br><br>3. Completed                              | 100<br><br>100<br><br>100 | 100<br><br>100<br><br>100 |
| <b>Transport for NSW – Road Safety Program 2023/24 to 2025/26</b><br>Transport for NSW - Commonwealth Government<br><br><b>Job Code:</b><br><br><b>General Ledger:</b><br><br><b>Expected End Date:</b> 2026                           | 1. Ivanhoe Road Shoulder Widening and Edge Line marking for 3.68km (Hatfield) – Project 9277<br>2. Ivanhoe Road Shoulder Widening and Edge Line marking for 7.87km (Homebush) – Project 9278<br>3. Shared Footpath from Endeavour Drive to BCS – Project 8872                                  | <b>\$ 5,843,000</b><br>1. \$1,350,000.00<br>2. 2,763,000.00<br>3. \$1,730,000.00                                                                                                                                                                                      | 1. Completed<br><br>2. The contractor is scheduled to begin work in mid-November 2025<br><br>3. Planning Stage | 100<br><br>2<br><br>1     | 100<br><br>2<br><br>1     |

## BSC Grants Projects Update as at: 08-12-2025



| Grant/Project                                                                                                                           | Description                                                                                                                                                                                                             | Funding Amount                                                        | Status to date                                                           | % Completion | % Expenditure |
|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|--------------------------------------------------------------------------|--------------|---------------|
| <b>Transport for NSW</b><br>Transport for NSW – Regional Roads Block Grant Agreement 2025/26<br><br><b>Expected End Date:</b> June 2026 | Maintenance of Regional Roads only:<br><ul style="list-style-type: none"> <li>MR67 – Balranald Ivanhoe Road</li> <li>MR514 – Oxley Road</li> <li>MR296 – Kyalite Moulamein Road</li> <li>MR431 – Arumpo Road</li> </ul> | <b>\$ 1,397,000</b><br><br><b>Funding Received to Date:</b> \$698,500 | Project currently in progress                                            | 38           | 38            |
| <b>Transport for NSW – Natural Disaster AGRN1034</b><br>Transport for NSW – Reconstruction<br><br><b>Expected End Date:</b> TBA         | Recovery Reconstruction works due to the November 2022 floods.<br><b>1.</b> MR514 Oxley Road (first section) \$1,087,515.00<br><b>2.</b> Island Road – Replace Damaged Culverts \$192,335.00                            | <b>\$1,279,850</b><br><br><b>Funding Received to date:</b> \$0        | <b>1.</b> Not started<br><br><b>2.</b> Completed. Waiting on Tax Invoice | 0<br><br>100 | 0<br><br>63   |
| <b>Tronox</b><br>Maintenance of Regional Road 67 – Balranald Ivanhoe Road (Heavy Patching)                                              | Maintenance of Regional Road 67 – Balranald Ivanhoe Road (Heavy Patching). MR67 – Balranald Ivanhoe Road Maintenance between Hatfield The Vale Road South and Balranald Shire Boundary towards Ivanhoe.                 | <b>\$1,000,000</b><br><br><b>Funding Received to date:</b> \$282,439  | Not Started                                                              | 0            | 0             |

BSC Grants Projects Update as at: 08-12-2025



## Grant Applications Pending – Road Grants

| Grant/Project                                                 | Description                                                                                                     | Funding Amount                                                          | Status to date                                                                                           | % Completion | % Expenditure |
|---------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|--------------|---------------|
| <b>Safer Local Roads and Infrastructure Program – Round 4</b> | Tapalin Mail Road 7.7km Seal Construction                                                                       | <b>Funding:</b> \$2,640,000<br><b>Council Contribution:</b> \$660,000   | <b>Date Submitted:</b> June 2025<br><br>Pending.                                                         | N/A          | N/A           |
| <b>Disaster Ready Fund – Round 3</b>                          | Upgrade Oxley Road (MR514) on two flood-affected low-lying sections by raising the road and installing culverts | <b>Funding:</b> \$2,452,000<br><b>Council Contribution:</b> \$613,000   | <b>Date Submitted:</b> 15 <sup>th</sup> April 2025<br><br>Unsuccessful. Will be removed from next report | N/A          | N/A           |
| <b>Public Works - Natural Disaster Non-Roads Assets</b>       | Levee Bank Emergency Works                                                                                      | <b>Funding:</b> \$16,008                                                | <b>Date Submitted:</b> 5 <sup>th</sup> August 2024<br><br>Funding Received                               | N/A          | N/A           |
| <b>Safer Local Roads and Infrastructure Program – Round 4</b> | Benanee Road 15km Seal Construction                                                                             | <b>Funding:</b> \$4,944,000<br><b>Council Contribution:</b> \$1,236,000 | <b>Date Submitted:</b> 30 <sup>th</sup> September, 2025<br><br>Pending                                   | N/A          | N/A           |
| <b>Safer Local Roads and Infrastructure Program – Round 4</b> | MR67 Balranald Ivanhoe Road Rest Areas                                                                          | <b>Funding:</b> \$400,000<br><b>Council Contribution:</b> \$100,000     | <b>Date Submitted:</b> 30 <sup>th</sup> September, 2025<br><br>Pending                                   | N/A          | N/A           |

BSC Grants/Projects Update @ 08-12-2025

6

BSC Grants Projects Update as at: 08-12-2025



| rant/Project                                                     | Description                           | Funding Amount     | Status to date                                                   | % Completion | % Expenditure |
|------------------------------------------------------------------|---------------------------------------|--------------------|------------------------------------------------------------------|--------------|---------------|
| Towards Zero Safer Roads Program – High Pedestrian Activity Area | Balranald Library Pedestrian Crossing | Funding: \$151,280 | Date Submitted:<br>31 <sup>st</sup> October, 2025<br><br>Pending | N/A          | N/A           |

BSC Grants Projects Update as at: 08-12-2025



## Infrastructure Grants – Non Roads

| Grant/Project                                                                                                                                                                                                                                                                                  | Description                                                                                                                                                                                                                                                                                                | Funding Amount                                                                                                                                                                                                                                                                                                       | Status to date                                                                                                                                                                                                                                                                                                                                                                                                                                                | % Completion | % Expenditure |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------|
| <b>Bidgee Haven Retirement Hostel Expansion Grant –</b><br>Department of Health<br><br><b>Job Code:</b><br>2620-4999-0021<br><br><b>General Ledger:</b><br>2620-1100-0001<br><br><b>CM:</b> F19.244<br><b>Deed:</b> D25.111060<br><br><b>Expected End Date:</b><br>31 <sup>st</sup> March 2026 | Bidgee Haven<br>Expansion Construction<br>- Specialised Dementia<br>Wing                                                                                                                                                                                                                                   | <b>Total potential funding:</b><br>\$5,922,163 (GST<br>exclusive)<br><br>Instalment 2: \$1,000,000<br>Instalment 3: \$1,300,000<br>Instalment 4: \$1,580,000<br>Instalment 5: \$862,163<br>Final Instalment: \$480,000<br><br><b>Funds Received to date:</b><br>Milestone 1 Payment:<br>\$500,000 –<br>Receipt 49078 | Design documentation has been<br>finalised, and Request for Tender (RFT)<br>VP486134 was issued via VendorPanel<br>and Illion TenderLink on 4 November<br>2025. The tender closed on 4<br>December 2025 at 10:00 am.<br>A shortlist of three respondents has<br>been prepared and will be reviewed<br>by the evaluation team on 9<br>December, with the intention of<br>recommending a preferred supplier for<br>inclusion in the December Council<br>report. | 35           | 6             |
| <b>Stronger Country Community Funds Round 4 –</b><br>Local Government NSW<br><br><b>General Ledger:</b><br>4546-1100-0000<br>4662-1100-0008<br><br><b>CM:</b> F21.364<br><br><b>Expected End Date:</b><br>Completed                                                                            | Euston Netball Upgrade:<br>Demolition of existing<br>change netball rooms<br>and public toilets at<br>Euston and construction<br>of new, inclusive,<br>change rooms and<br>public toilets combined.<br><br>Renewed 200 lux LED<br>outdoor sport lighting to<br>both Balranald and<br>Euston netball courts | <b>Funding:</b> \$527,626                                                                                                                                                                                                                                                                                            | All defect works have been closed<br>out, and the project is now complete.<br>Retention funds will be released upon<br>completion of the Defects Liability<br>Period (DLP).<br><br>The <b>Completion Report</b> has been<br>submitted to the Funding body.<br><br>This project will now be taken off the<br>next report                                                                                                                                       | 100          | 100           |

## BSC Grants Projects Update as at: 08-12-2025



| Grant/Project                                                                                                                                                                                                                                               | Description                                                             | Funding Amount            | Status to date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | % Completion | % Expenditure |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------|
| <b>Discovery Centre Redevelopment –</b><br>Far West Joint Organisation<br><br><b>Job Code:</b><br>6560-4999-0033<br><br><b>General Ledger:</b><br>6560-4999-0000<br><br><b>CM:</b> F20.593<br><br><b>Expected End date:</b><br>30 <sup>th</sup> August 2025 | Construction of new Pavilion at the Balranald Discovery Centre precinct | <b>Funding:</b> \$950,000 | <p><b>Building works</b> have reached practical completion. Defect works have now been closed out, however Council will continue to monitor the rectified defects to ensure they continue to ensure durability.</p> <p><b>Internal fit-out works</b> are progressing, including the completion of a large mural designed and installed in late September 2025. We are currently sourcing funding for the installation of 12 additional banner-styled promoting key shire attractions and townships</p> <p><b>External works</b> External works are approaching completion, with the static Windmill tower now installed. Interpretive and safety signage is scheduled for installation prior to Christmas. The new Mungo Man/ Alice Kelly sign (the previous sign was damaged) should also be ready for installation prior to Christmas</p> | 97           | 97            |

## BSC Grants Projects Update as at: 08-12-2025



| Grant/Project                                                                                                                                                                                                                                                                          | Description                          | Funding Amount               | Status to date                                                                                                                                                                                                                                                                                                                                                                                                                  | % Completion | % Expenditure |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------|
| <b>Local Roads Community Infrastructure Round 4 (LRCI4)</b> – Department of Infrastructure<br><br><b>Job Code:</b><br><b>Euston Recreation Reserve</b><br>4664-4999-0000<br><br><b>Kilpatrick Road Reconstruction:</b><br>6400-4999-0009<br><br><b>Expected End date:</b><br>Completed | 1. Euston Recreation Reserve Upgrade | <b>Funding:</b> \$1,313,368  | 1. Building works have been completed. Following a site inspection of the oval surface in early September 2025, concerns were identified regarding surface undulations and intermittent acute depressions at the northern end of the oval (Sturt Highway end). These defects were rectified as of November 2025, and Council continues to actively manage and monitor the playing surface to ensure it remains fit for purpose. | 1. 100       | 1. 100        |
|                                                                                                                                                                                                                                                                                        | 2. Kilpatrick Road Reconstruction    | 1. \$832,921<br>2. \$480,447 | <p>The <b>Completion Report and Auditor's report</b> was submitted by Laurie Knight of Local Gov Consulting on the 31<sup>st</sup> October 2025.</p> <p>2. Completed and currently in the acquittal process</p> <p>This project will now be taken off the next report.</p>                                                                                                                                                      | 2. 100       | 2. 100        |



## BSC Grants Projects Update as at: 08-12-2025



| Grant/Project                                                                                                                                                                                                                | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Funding Amount                                                                                                                                   | Status to date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | % Completion                                                                             | % Expenditure                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------|
| <b>Stronger Country Communities Fund – Round 5</b><br><br><b>General Ledger:</b><br>4500-1145-0000<br><br><b>CM Box:</b> G22/11<br><br><b>Expected End date:</b><br>Projects 1,3,4 & 5 Completed<br>Project 2. December 2025 | <b>1.</b> Kyalite Memorial Park Rest Area: to include public toilets & ancillary facilities<br><br><b>2.</b> Balranald Shire Entry Signage to acknowledge the shire's cultural significance:<br><br><b>3.</b> Netball Courts Resurfacing & Basketball Courts Balranald: To resurface netball courts and design and construct new basketball courts and facilities<br><br><b>4.</b> Hatfield Community Hall & Precinct Upgrade: Renovations of the Hatfield Community Hall<br><br><b>5.</b> Safe Fencing at the Balranald Pool: To installed approved fencing around the Balranald Pool | <b>Funding:</b> \$943,758<br><br><b>1.</b> \$101,200<br><b>2.</b> \$203,500<br><b>3.</b> \$418,000<br><b>4.</b> \$110,000<br><b>5.</b> \$111,100 | <b>1.</b> Completed<br><b>2. In Progress</b><br><b>3.</b> Completed<br><b>4.</b> Completed<br><b>5.</b> Completed<br><br><b>2.</b> Academy Graphics, based in Swan Hill, was engaged in October 2025 to undertake the design, supply, and installation of four Shire entry signs. The subcontractor has completed the first and second design iterations in consultation with the Balranald Shire Council project team. These designs are scheduled to be presented to Council in February 2026. | <b>1.</b> 100<br><br><b>3.</b> 100<br><b>4.</b> 100<br><b>5.</b> 100<br><br><b>2.</b> 35 | <b>1.</b> 100<br><br><b>3.</b> 100<br><b>4.</b> 100<br><b>5.</b> 100<br><br><b>2.</b> 30 |

## BSC Grants Projects Update as at: 08-12-2025



| Grant/Project                                                                                                                                                                                                                                                                                                                                                                                                                                      | Description                                          | Funding Amount                                                                    | Status to date                                                                                                                                                                                                                                                                                                 | % Completion | % Expenditure |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------|
| <b>AGRN 1034 Floods 2022 Grant Funding –</b><br>Office of Local Government -<br><br><b>Job Cost Codes:</b><br><br><b>1. Ben Scott Memorial Bird Trail Remediation Project</b><br>4686-4000-0001<br><br><b>2. Balranald Riverfront Precinct Remediation</b><br>4686-40001-0001<br><br><b>3. Euston Riverfront Precinct Remediation</b><br>4686-4002-0001<br><br><b>CM Box:</b> G24/8<br><br><b>Expected End date:</b><br>30 <sup>th</sup> June 2026 | 1. Ben Scott Memorial Bird Trail Remediation Project | <b>Funding:</b> \$\$1,000,000<br><br>1. \$400,000<br>2. \$350,000<br>3. \$250,000 | 1. Design documentation is currently in progress and encompasses key elements including interpretive signage, bird observation hides, integrated water features, and comprehensive landscape design. Project delivery is scheduled for completion by June 2026                                                 | 10           | 10            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2. Balranald Riverfront Precinct Remediation         |                                                                                   | 2. Trail remediation works have been successfully completed, along with the installation of community park furniture within the Riverbend area. Design and planning for trail beautification elements and bird observation hides are currently underway, with delivery scheduled for completion by June 2026.  | 50           | 50            |
|                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 3. Euston Riverfront Precinct Remediation            |                                                                                   | 3. Design for trail interpretive signage has been finalised, with installation scheduled for November 2025. Concurrently, design and planning for additional trail infrastructure including park furniture, bird observation hides, and solar lighting, is progressing, with rollout anticipated by June 2026. | 20           | 15            |

## BSC Grants Projects Update as at: 08-12-2025



| Grant/Project                                                                                                                                                                              | Description                                                                                                                                                                                                 | Funding Amount                       | Status to date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | % Completion | % Expenditure |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------|
| <b>FSW Heritage &amp; Cultural Trail</b><br>Far West Joint Organisation<br><br>Balranald Shire Council is the Lead Council on this project<br><br><b>Expected Project End Date:</b><br>TBA | Development of a heritage and cultural trail that links the 4 LGAs in the FW Joint Organisation. (Wentworth, Broken Hill, Central Darling & Balranald)<br><br>The funding is for the signage infrastructure | <b>Funding Value:</b><br>\$1,000,000 | <b>Balranald Shire:</b> Design work for welcome, directional, and interpretive signage has been completed and is ready for proof production. Initial proofs are expected to be provided in late December for circulation and approval.<br><br>Installation of all signage will be coordinated and delivered by Balranald Shire Council in collaboration with the Council Outdoors Team. For signage proposed along state-managed roads, the necessary approval applications will be lodged with the relevant authorities this month.              | 55           | 30            |
|                                                                                                                                                                                            |                                                                                                                                                                                                             |                                      | <b>Wentworth Shire:</b> Design work for welcome, directional, and interpretive signage has been completed and is ready for proof production. Initial proofs are expected to be provided in late November for circulation and approval.<br><br>Installation will be coordinated and delivered by Wentworth Council in collaboration with the Outdoor Works Team. For signage proposed along state-managed roads, the necessary approval applications will be lodged with the relevant authorities this month.<br><br><b>Continued next page...</b> | 55           | 30            |

**BSC Grants Projects Update as at: 08-12-2025**



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## BSC Grants Projects Update as at: 08-12-2025



| Grant/Project                                                                                                                                                         | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Funding Amount                                                                                                                                                                      | Status to date                                                                                                                                                                                                                                                                                                                               | % Completion | % Expenditure |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------|
| <b>ORG Club Grant Category 3 Infrastructure Fund July 2024</b><br><br><b>CM Box:</b> G24/11<br><br><b>Expected Project End Date:</b><br>30 <sup>th</sup> October 2025 | Funding for the Euston Club multi-purpose court project to include: <ul style="list-style-type: none"> <li>• Application of surfacing paint material to court areas and surrounds.</li> <li>• Line marking to the court area in a multicourt motif for tennis, netball and basketball.</li> <li>• Tennis posts, netting, netball post / nets and counter levered basketball tower and backboards.</li> <li>• Bench seating and shelter.</li> <li>• Fencing, two pedestrian gates and one double gate</li> </ul> | <b>Funding Value:</b> \$135,301<br><br><b>Grant:</b> \$50,000<br><br><b>Council Contribution:</b><br>\$50,000 (via Euston Club)<br><br><b>Euston Club Contribution:</b><br>\$35,301 | All court installation works have been completed. Remaining activities include the fabrication and installation of the player shelter. A proposed shelter design will be presented to the Euston Club Board in January 2026 for feedback. Minor defect rectification works are currently being undertaken on the tennis court netting posts. | 95           | 90            |

BSC Grants Projects Update as at: 08-12-2025



## Non-Infrastructure Grants/Projects

| Grant/Project                                                                                                                                                                                              | Description                                                                                                                                                                                                                                      | Funding Amount                                                                                                  | Status to date                                                                                                                                                                                                                                                                                                                                                                                         | % Completion | % Expenditure |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------|
| <b>Community Benefit Payments (CBP) - Office of Responsible Gambling (ORG)</b><br><br><b>General Ledger:</b><br>1020-3110-0001<br><br><b>CM:</b> F22.220<br><br><b>Expected End date:</b><br>February 2027 | For the delivery of Mental Health First Aid Training for Community Members as well as Gambling Education & Awareness and other Mental Health related programs<br><br>(Project Managed by SCAIWAC - under the auspice of Balranald Shire Council) | <b>Funding:</b> \$254,292 (\$84,764 per year)<br><br><b>Two payments</b> of \$84,764 have been received to date | The printing of the new Service Directory has been completed, collected and distributed. The Civic Dinner was successfully delivered on the 22 <sup>nd</sup> October 2025. The Services Expo was successfully delivered on the 23 <sup>rd</sup> October 2025<br><br>The coordination of the Diploma of Mental Health course for a number of registered community members is currently being finalised. | 30           | 30            |
| <b>LGP Procurement Capability Grant Fund 2024</b><br><br><b>CM Box:</b> G24/7<br><br><b>Expected Project End Date:</b><br>End of December 2025                                                             | Funding to deliver a series of Procurement & Contract awarding related training courses to a number of Council staff.                                                                                                                            | <b>Funding:</b> \$11,660                                                                                        | The first training course has been delivered. A Variation for time extension is being sought.                                                                                                                                                                                                                                                                                                          | 10           | 10            |

## BSC Grants Projects Update as at: 08-12-2025



| Grant/Project                                                                                                                                                                  | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Funding Amount                                                                                                                                             | Status to date                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | % Completion                       | % Expenditure                      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------|
| <b>Regional Drought Resilience Program</b><br><br><b>Funding Managed by Wentworth Shire Council</b><br><br><b>Expected Project End Date:</b><br>30 <sup>th</sup> November 2025 | Funding to deliver a series of activities from the Drought Resilience Plan Action Plan<br><br>This project is in collaboration with Wentworth Shire Council who will be managing the grant funds & reporting<br><br>1. Drought Resilient Officer<br><br>2. Community Events in Farming & Agricultural Communities<br><br>3. Mental Health First Aid Training & Related Resilience Workshops<br><br>4. Activation of a Regional Heritage & Cultural Trail<br><br>5. Business Resilience and Preparedness Program<br><br>6. Regional Road Upgrades | <b>Project Funding Value:</b><br>\$336,540<br><br>1. \$86,540.00<br>2. \$36,400.00<br>3. \$47,000.00<br>4. \$62,000.00<br>5. \$12,600.00<br>6. \$92,000.00 | 1. Wentworth Staff<br><br>2. A series of events during October and the Jana Pittman Women's Lunch on the 7 <sup>th</sup> November were successfully delivered<br><br>3. Mental Health First Aid Training for Wentworth & Balranald Shire Council staff were delivered in October<br><br>4. September, October & November deliverables have been completed<br><br>5. The series of workshops have been delivered<br><br>6. Wentworth & Balranald Council outdoor staff is working together on this project. Status is to be provided by Wentworth<br><br>Notice of extension to the 30 <sup>th</sup> June 2026 was received by Wentworth. A meeting is to be scheduled to discuss the next steps. | Managed by Wentworth Shire Council | Managed by Wentworth Shire Council |

## BSC Grants Projects Update as at: 08-12-2025



| Grant/Project                                                                                                                                            | Description                                                                                                                                                                                                                                                                                                                                               | Funding Amount                                                                                       | Status to date                                                                                                                                                                                                                                                                                                                                                                                                           | % Completion | % Expenditure |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------|
| <b>NSW Sustainable Communities Program Early Investment Round – BSC Project</b><br><br><b>CM Box:</b> G25/2<br><br><b>Expected Project End Date:</b> TBA | To include 4 key activities:<br><br><b>1.</b> Activation activities of the FSW Heritage & Cultural Trail<br><br><b>2.</b> Town Entry Signs for Balranald & Euston and tourism related directional signs in Euston<br><br><b>3.</b> Audio-Visual technology for the Southern Cross Exhibition<br><br><b>4.</b> Upgrade of the camping site at Lake Benanee | <b>Grant Funding Value:</b> \$731,331 (ex GST)<br><br><b>Council Contribution</b> \$243,777 (ex GST) | The funding body advised that the documentation submitted was approved and that the Funding Deed will be emailed to Council shortly. Once the Funding has been signed the funds will be released.<br><br>Forms are currently being completed via the Smartygrants portal. These will be submitted during the week of the 8 <sup>th</sup> December 2025. This information is required prior to receiving the Funding Deed | 0            | 0             |



## BSC Grants Projects Update as at: 08-12-2025



| Grant/Project                                             | Description                                                    | Funding Amount                          | Status to date                                                                                                                                                                                                                                       | % Completion | % Expenditure |
|-----------------------------------------------------------|----------------------------------------------------------------|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------|
| <b>National Australia Day Community Events Grant 2026</b> | Funding for Australia Day events in Balranald & Euston in 2026 | <b>Grant Funding Value:</b><br>\$10,000 | <p>The funding deed has been signed and submitted.</p> <p>Request for an Ambassador has also been submitted.</p> <p>An Australia Day Committee meeting was held on Friday 5<sup>th</sup> December 2025 to begin organisation for the 2026 events</p> | 0            | 0             |
| <b>NSW Seniors Festival Grant</b>                         | Funding for Seniors Week activities                            | <b>Grant Funding Value:</b><br>\$5,000  | <p>We received notification in October that this application has been successful. The funding deed has been signed.</p> <p>The funds of \$5000 has been received.</p>                                                                                | 0            | 0             |

BSC Grants Projects Update as at: 08-12-2025



## Applications Pending (Non-Roads)

| Grant/Project                                                                                                                    | Description                                                                                                                                                                          | Funding Amount                                           | Status to date                                                                     | % Completion | % Expenditure |
|----------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|------------------------------------------------------------------------------------|--------------|---------------|
| <b>Aged Care Capital Assistance Program Residential – Staff Accommodation</b><br><br><b>CM Box: G25/4</b>                        | Funding for the construction of staff accommodation at the Bidgee Haven Hostel and for refurbishment of the existing bedrooms                                                        | <b>Grant Funding Value:</b><br>\$3,111,700.00            | <b>Date Submitted:</b><br>June 2025<br><br>Currently Pending                       | N/A          | N/A           |
| <b>Local Jobs Program</b>                                                                                                        | Funding for activities that aim to address local employment needs                                                                                                                    | <b>Grant Funding Value:</b><br>\$250,000                 | <b>Date Submitted:</b><br>23 <sup>rd</sup> September 2025<br><br>Currently Pending | N/A          | N/A           |
| <b>Crown Reserve Improvement Fund 2025/26 – General</b><br><br><b>Balranald Caravan Park Upgrade &amp; Refurbishment Project</b> | Funding to modernise cabins, add accessible accommodation, refurbish communal facilities, improve infrastructure, and enhance safety with pool, fencing, drainage, and gate upgrades | <b>Grant Funding Value:</b><br>\$985,353 (GST inclusive) | <b>Date Submitted:</b><br>5 <sup>th</sup> December 2025<br><br>Currently Pending   | N/A          | N/A           |
| <b>Crown Reserve Improvement Fund 2025/26 – General</b><br><br><b>Euston Recreation Ground Reserve Lighting Upgrade Project</b>  | Funding to install modern LED towers and controls, improving safety, accessibility, and usability.                                                                                   | <b>Grant Funding Value:</b><br>\$341,982 (GST inclusive) | <b>Date Submitted:</b><br>5 <sup>th</sup> December 2025<br><br>Currently Pending   | N/A          | N/A           |

BSC Grants Projects Update as at: 08-12-2025



## Applications in Progress of being submitted

| Grant/Project                           | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Funding Amount                                          | Status to date                                                    | % Completion | % Expenditure |
|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------|-------------------------------------------------------------------|--------------|---------------|
| <b>Get NSW Active FY2026/27 program</b> | <p>This funding is to encourage people to walk or ride as part of their daily travel. Get NSW Active support councils to plan, design, and build high-impact active transport projects, including:</p> <ul style="list-style-type: none"> <li>• <b>walking connections</b> (including new footpaths, widened footpaths, raised crossings, continuous footpath, treatments, kerb extensions, reallocation of road space to walking space, shared zones)</li> <li>• <b>separated bicycle paths</b></li> <li>• <b>quietways</b></li> <li>• <b>shared paths</b></li> </ul> | <p><b>Grant Funding Value:</b><br/>To be determined</p> | Currently being developed by the Infrastructure/ Engineering team | N/A          | N/A           |

**11.7 ACTIVITIES UNDERTAKEN WITHIN THE PLANNING DEPARTMENT**

**File Number:** D25.116158

**Author(s):** Ray Mitchell, Health & Building Surveyor  
Nikkita Manning-Rayner, Planning Officer

**Approver:** David McKinley, Director of Infrastructure and Planning Services

**Operational Plan Objective:** Pillar 5: Our Infrastructure – A community that maintains and strengthens its natural and built environment.

**PURPOSE OF REPORT**

To advise Council of activities undertaken within the Planning Department in the month of November 2025.

**OFFICER RECOMMENDATION**

**That Council notes the report.**

**REPORT**

The following Notices of Determination (DA), Construction Certificates (CC), Complying Development Certificates (CDC), Section 68 Certificates (S68), Subdivision Certificates (SDC), Subdivision Works Certificates (SWC) and/or Occupation Certificates (OC) have been issued under delegated authority in the month of November 2025:

| <b>Application</b>       | <b>Applicant</b>                                | <b>Location</b>               | <b>Description</b>     |
|--------------------------|-------------------------------------------------|-------------------------------|------------------------|
| DA 03/2026<br>(Approved) | Swanbuild Pty Ltd for<br>Alasdair Foster-Crooke | 80 Piper Street,<br>Balranald | Transportable Dwelling |
| DA 12/2026<br>(Approved) | Wesley Pye for J & M<br>Standen                 | 1931 Yanga Way,<br>Kyalite    | Boundary Realignment   |
| SDC 02/2026              | Wesley Pye for J & M<br>Standen                 | 1931 Yanga Way,<br>Kyalite    | Boundary Realignment   |

The following numbers of certificates relating to conveyancing have been issued in the month of November 2025:

|                                                                                                     |   |
|-----------------------------------------------------------------------------------------------------|---|
| <b>Environmental Planning &amp; Assessment Act 1979</b><br>Planning Information Certificates (10.7) | 4 |
| <b>Environmental Planning &amp; Assessment Act 1979</b><br>Building Certificates (6.24)             | 0 |
| <b>Local Government Act 1993</b><br>Outstanding Orders (735A)                                       | 0 |
| <b>Local Government Act 1993</b><br>Drainage Diagram                                                | 4 |

**Biosecurity Act 2015**

Outstanding Orders (Noxious Weeds)

0

**FINANCIAL IMPLICATIONS**

Nil

**LEGISLATIVE IMPLICATIONS**

Environmental Planning &amp; Assessment Act 1979

State Environmental Planning Policy (Exempt and Complying Development Codes) 2008

Local Government Act 1993

Biosecurity Act 2015

Conveyancing Act 1919

**POLICY IMPLICATIONS**

Nil

**RISK RATING**

Low

**ATTACHMENTS**

Nil

**11.8 INFRASTRUCTURE UPDATE FOR NOVEMBER 2025****File Number:** D25.117229**Author(s):** Mandy Haley, Executive Assistant**Approver:** David McKinley, Director of Infrastructure and Planning Services**Operational Plan Objective:** Pillar 5: Our Infrastructure – A community that maintains and strengthens its natural and built environment.**PURPOSE OF REPORT**

To provide Council with an update on the Infrastructure Activities to the end of November 2025.

**OFFICER RECOMMENDATION**

That Council notes the report.

**REPORT****1. ROAD CONSTRUCTION AND MAINTENANCE**

Balranald Shire Council's Engineering team has been proactive in November.

- **Hatfield The Vale Road**

- Maintenance grading to smooth the surface.
- Improved drainage along the network, which protects pavement and extends the road's life.
- **MR 67 Balranald–Ivanhoe Road**
  - Installation of new pipes along the shoulders.
  - Designed to prevent water from pooling near the road edges, helping to prevent moisture penetration of the road shoulder.

These works are all about **long-term resilience**: keeping roads safer, resource efficiency thus allowing redistribution of maintenance monies to other assets, and ensuring reliable access for residents, freight, and emergency services.

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### **Project Update: MR67 Balranald–Ivanhoe Road**

**Location:** 3 km north of Homebush

- **Scope of Works:** Road widening over a 16 km section (8km of road length)
- **Progress:** 3 km completed to date (On Eastern lane)
- **Quality Checks:**
  - Compaction testing successfully passed
  - Final trimming underway before primer sealing
- **Next Steps:** Primer sealing of the completed section will take place in coming weeks followed by continuation of widening works along the remaining 13 km

#### **Benefits**

- Improved safety for all road users
- Enhanced usability for **heavy transport vehicles**
- Strengthened regional connectivity and freight efficiency
- Reduced Transport Costs through improved roads lower fuel consumption, vehicle wear and tear, and maintenance costs
- Farmers can transport produce/stock to market more efficiently, reducing overheads
- Reduces freight costs for retailers, which can lead to lower prices for consumers.

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### **Parks & Gardens Update**

With the warmer weather and extra sunshine, the grass around town has really taken off! Our Parks and Gardens teams have been busy watering and catching up on mowing to keep everything looking neat and welcoming.



*Above/below foreshore path closed to allow clean up of fallen tree branches November 2025*



### **Roadside Slashing**

Council crews and Contractors are also continuing roadside slashing. This important work helps reduce the risk of fires by keeping vegetation under control along our roads and equally as important affords a level of safety to motorists, livestock and wildlife.

Council appreciate the community's patience and support as these teams work hard to maintain our town's safety and appearance.

*Photos of Road Widening at Homebush.*







## 2. WATER & SEWER

### 2.1 Balranald Team Water Operations

The Balranald team were kept engaged with general maintenance and operations around the Balranald Township. These works included;

- Fix 2 raw water mains.
- Relocate the NSW water meter at the Balranald Water Treatment Plant.
- Repair raw water service at the Caravan Park.
- Install chlorine gas on raw water.
- Under-bore under the road and install a new 40mm pipe for the median strip.
- Fix 2 100mm water lines at the Golf course.
- Fix 2 new services.
- Weekly delivery of chemicals to the pool.
- Dig out poles at Hostel so fence could be repaired.
- Replace worn-out rollers hanger gates.
- And all other daily and weekly duties.

### 2.2 Euston Team

The Euston team have been kept engaged with general maintenance and operations around the Euston Township. These works included repairing water mains, lawn mowing at the Recreation Reserve, parks, and median strips.

### Balranald Potable Water Reservoir Remediation



*In the foreground contractors applying the finishing touches to the Balranald Potable Water Reservoir before commissioning November 2025*



First week of November the Contractor completed the Balranald Potable Water Reservoir Refurbishment works and Councils Water Team commissioned the filtered water tower to full use hence normalising both raw and filtered water delivery services to Balranald Townsite end users.

### 3. PLANNING AND DEVELOPMENT

#### 3.1 Biosecurity

Council's Biosecurity Officer completed biosecurity induction course in Broken Hill this month. The training will be very valuable to Council, Community and Staff in this space.

Botanica Gardens NSW confirmed the acacia identified by Council's Biosecurity Officer is Acacia Victorae. Council will continue to identify and remove this weed across the Shire.

Biocontrol continues on eradicating cacti and removing weeds the levy bank at the rear of Market Street. Weeds Action Program (WAP) funding has been applied for the 2025-2026.

Monthly road and property inspections continue.

*Below photos captures - Before & After cacti control (Levy Bank Market Street)*



### 3.2 Animal Control

#### Euston

- 3 Illegal Rubbish dump
- 1 dog at large

#### Balranald

- 3 barking dog complaints
- 3 dogs at large
- 1 dog attack
- 2 illegal rubbish dumping

Animal Control Officer continues to follow up on dog barking complaints in Balranald and Euston while maintaining a high profile through liaising with the public and Council. Animal Control Officer has followed up with the dogs at large and the illegal rubbish being dumped.



### 3.3 Strategy Documents in Draft

- Integrated Water Cycle Management Strategy (IWCMS)

The IWCM strategy is a process where the Council prepares its peak planning documents for its Water Supply and Sewerage Services.

The documents include its 30-year IWCMS and its 30-year Strategic Business Plans, and guidelines for the preparation of the documents are contained in the NSW Government's Best Practice framework for Local Water Utilities.

The IWCMS is a 30-year, transparent, evidence-based analysis, for the provision of appropriate, affordable, cost-effective and sustainable urban water services that meet the communities' needs and protect public health and the environment. The documents also meet the Shire Council's requirements to provide Financial and Asset Management Plans in accordance with the NSW Department of Local Government Guidelines. The draft will come to Council for comment and later endorsement early 2026.

- Waste Management Strategy

The 2025-2035 Waste Management Strategy was conditionally endorsed to go to public exhibition for 56 days (spanning the festive season) by Council at the November 2025 meeting.

- Balranald & Euston Flood Studies

This project involves conducting a flood study, which is a comprehensive technical investigation of flood behaviour that provides the main technical foundation for the development of a robust flood risk management plan. It aims to provide an understanding of the full range of flood behaviour and consequences in the study area. It involves consideration of the local flood history, available collected flood data, and the development of hydrologic and hydraulic models. Council will be kept up to date on the progress. Currently, the consultant, as part of the reconnaissance, has already undertaken 2 x community drop-in sessions (i) Euston and (ii) Balranald. The project program is 18 months from start to finish, and in month 6.

Also, the Flood Risk Management Committee (FRMC), whose membership comprises representatives from Balranald & Euston, whose chair is Mayor Louie Zaffina, held its first inaugural meeting at the Council library in Balranald.

During the inaugural meeting, the FRMC were formally introduced to Water Modelling Services Group Consultants (WMS), responsible for undertaking the Flood Study, and WMS introduced the Flood Study project scope and timeline to the FRMC.

- Housing Strategy

The Balranald Housing Strategy is a significant project for the Shire, to set an agreed strategy for the Housing needs of the community. It will seek to understand the current and future housing and economic context of the Shire, project the future changes and growth, and ultimately provide a blueprint to meet these needs. The draft is with the State Government for scrutiny before coming back to Council for comment and later endorsement.

- Draft Balranald Shire Council Urban Tree Management Plan 2025 – 2029

In response to RESOLUTION 2024/274

Moved: Cr German Ugarte

Seconded: Cr Iain Lindsay-Field

That the Balranald Shire Council develop a Tree Masterplan which will incorporate a policy for the management of trees on Council land and the heritage listing of trees that have significance to our Shire.

Council has updated an existing 2020 – 2024 Urban Tree Management Plan and the new 2025 – 2029 draft was presented to Council and conditionally endorsed to go to public exhibition for 56 days (spanning the festive season).

## FINANCIAL IMPLICATION/NIL LEGISLATIVE IMPLICATION

Local Government Act 1993

Biosecurity Act 2015

Companion Animals Act 1998

Roads Act 1993

Waste Minimisation and Management Act 1995

## POLICY IMPLICATION

Nil

## RISK RATING

Low

## ATTACHMENTS

1. **Infrastructure Road Grants**  
2. **Infrastructure Development Update**  



## AGENDA

**INFRASTRUCTURE ROAD GRANTS****4.1 Roads to Recovery (RTR / R2R) 2024-2029**

**Funding Body:** Department of Infrastructure, Transport, Regional Development, Communications, and the Arts (DITRDCA)  
**Purpose of Funding:** For rural and local roads  
**Funding Amount:** \$1,465,945 annually for five years (2024-2025 to 2029-2030). **TOTAL ALLOCATION \$7,329,726**

| RTR Work Schedule for 2024-2025                            | Estimated Cost        | Status as at 28 November 2025 |               |                                     |
|------------------------------------------------------------|-----------------------|-------------------------------|---------------|-------------------------------------|
|                                                            |                       | % Completion                  | % Expenditure | Comments                            |
| Shailer Terrace, Euston - Reinstall kerb & gutter          | \$150,000.00          | 100                           | 100           | Completed                           |
| Marma Box Creek Road - Seal construction 3.9km             | \$1,315,945.00        | 100                           | 100           | Completed                           |
| <b>Total Planned Expenditure for 2024-2025</b>             | <b>\$1,465,945.00</b> |                               |               | <b>Funding received \$1,642,639</b> |
| <b>RTR Work Schedule for 2025-2026</b>                     |                       |                               |               |                                     |
| Wooranbarra Corrong – Road level Raised/Re-sheeted for 4km | \$150,000.00          | 100                           | 100           | Completed                           |
|                                                            |                       |                               |               |                                     |
| <b>Total Planned Expenditure for 2025-2026</b>             | <b>\$1,142,108.00</b> |                               |               | <b>Funding received \$152,456</b>   |

**4.2 Transport for NSW – Road Safety Program 2023/24 to 2025/26**

**Funding Body:** Transport for NSW - Commonwealth Government  
**Purpose of Funding:** For Ivanhoe Road Shoulder Widening and Shared Footpath from Endeavour Drive to Balranald Central School  
**Funding Amount:** **\$ 5,843,000**

| Road Safety Program Work Schedule for 2023/24 – 2025/26                                   | Estimated Cost        | Status as at 28 November 2025 |               |                                   |
|-------------------------------------------------------------------------------------------|-----------------------|-------------------------------|---------------|-----------------------------------|
|                                                                                           |                       | % Completion                  | % Expenditure | Comments                          |
| Ivanhoe Road Shoulder Widening and Edge Line marking for 3.68km (Hatfield) – Project 9277 | \$1,350,000.00        | 100                           | 100           | Completed                         |
| Ivanhoe Road Shoulder Widening and Edge Line marking for 7.87km (Homebush) – Project 9278 | \$2,763,000.00        | 2                             | 2             | In Progress                       |
| Shared Footpath from Endeavour Drive to BCS – Project 8872                                | \$1,730,000.00        | 1                             | 1             | Planning Stage                    |
| <b>Total Planned Expenditure for 2025-2026</b>                                            | <b>\$5,843,000.00</b> |                               |               | <b>Funding received \$675,000</b> |

## AGENDA

**4.3 Transport for NSW – Regional Roads Block Grant Agreement 2025/26**

**Funding Body:** Transport for NSW – Regional Roads Block Grant

**Purpose of Funding:** Maintenance of Regional Roads only (reseals, heavy patching works, sign maintenance etc.)

- MR67 – Balranald Ivanhoe Road
- MR514 – Oxley Road
- MR296 – Kyalite Moulamein Road
- MR431 – Arumpo Road

**Funding Amount:** \$ 1,397,000

| Block Grant Work Schedule                      | Estimated Cost        | Status as at 28 November 2025 |               |                                   |
|------------------------------------------------|-----------------------|-------------------------------|---------------|-----------------------------------|
|                                                |                       | % Completion                  | % Expenditure | Comments                          |
| Maintenance and Construction Works             | \$1,397,000.00        | 38                            | 38            | In Progress                       |
| <b>Total Planned Expenditure for 2025-2026</b> | <b>\$1,397,000.00</b> |                               |               | <b>Funding received \$698,500</b> |

**4.4 Transport for NSW – Natural Disaster AGRN1034**

**Funding Body:** Transport for NSW – Reconstruction

**Purpose of Funding:** Recovery Reconstruction Works due to the November 2022 Flood

**Funding Amount:** \$1,279,850

| Transport for NSW – Reconstruction             | Estimated Cost        | Status as at 28 November 2025 |               |                                    |
|------------------------------------------------|-----------------------|-------------------------------|---------------|------------------------------------|
|                                                |                       | % Completion                  | % Expenditure | Comments                           |
| MR514 Oxley Road (first section)               | \$1,087,515.00        | 0                             | 0             | Not Started                        |
| Island Road - Replace Damaged Culverts         | \$192,335.00          | 100                           | 63            | Completed. Waiting on Tax Invoices |
| <b>Total Planned Expenditure for 2025-2026</b> | <b>\$1,279,850.00</b> |                               |               | <b>Funding received nil</b>        |

## AGENDA

4.5 TRONOX

Funding Body: TRONOX

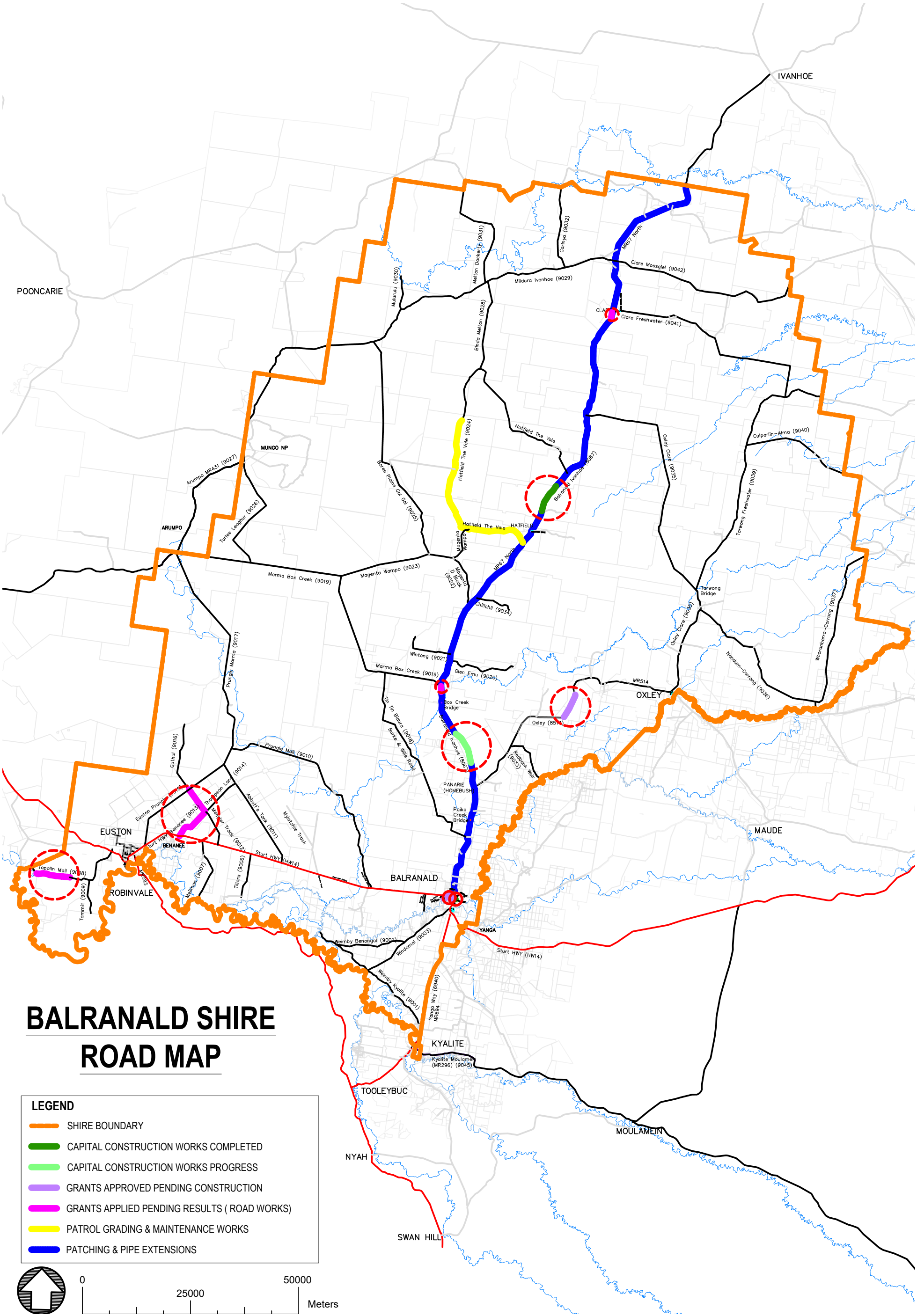
Purpose of Funding: Maintenance of Regional Road 67 – Balranald Ivanhoe Road (Heavy Patching)

Funding Amount: \$1,000,000

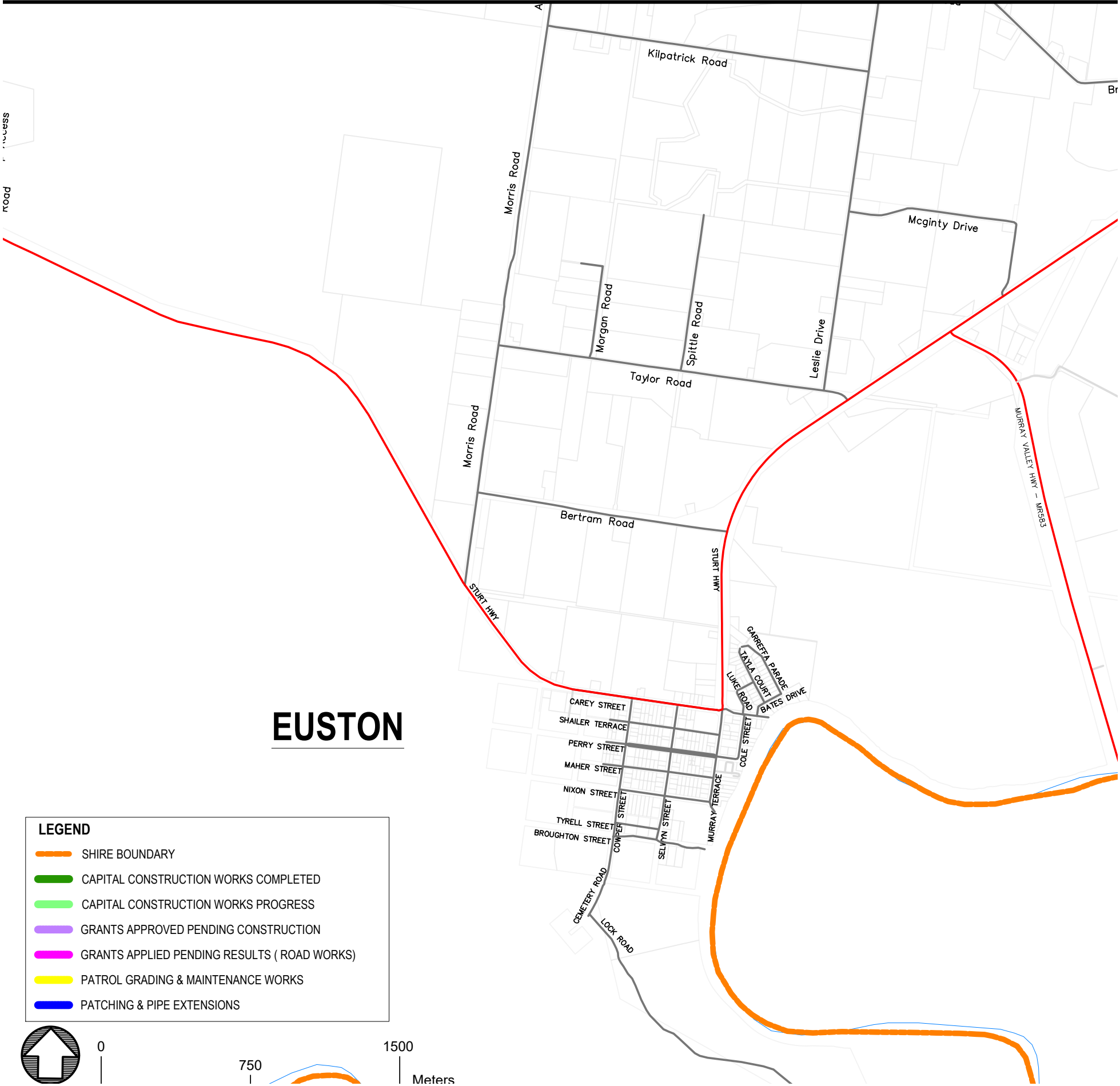
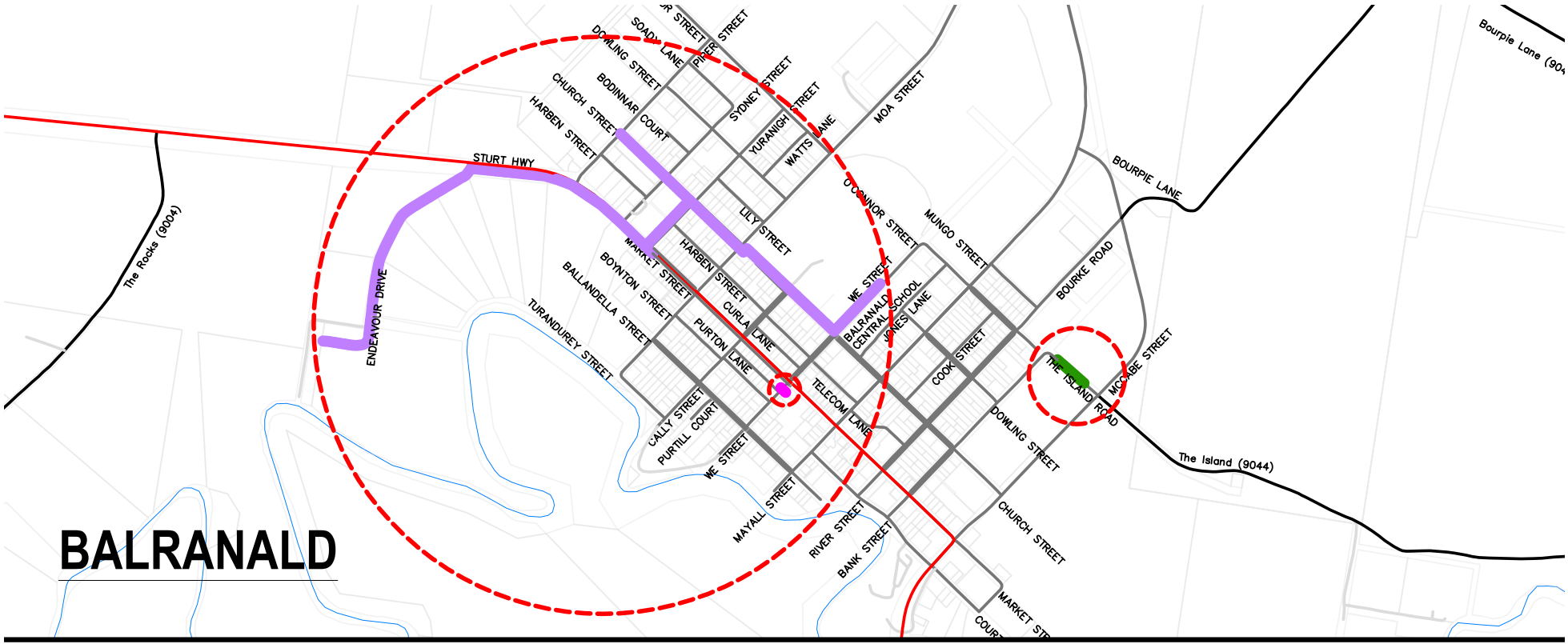
| Transport for NSW – Reconstruction                                                                                           | Estimated Cost        | Status as at 28 November 2025 |               |                                   |
|------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------------|---------------|-----------------------------------|
|                                                                                                                              |                       | % Completion                  | % Expenditure | Comments                          |
| MR67 – Balranald Ivanhoe Road Maintenance between Hatfield The Vale Road South and Balranald Shire Boundary towards Ivanhoe. | \$1,000,000.00        | 0                             | 0             | Not Started                       |
| <b>Total Planned Expenditure for 2025-2026</b>                                                                               | <b>\$1,000,000.00</b> |                               |               | <b>Funding received \$282,439</b> |

4.6 Grants Applied For

| Grant/Project                                                           | Description                                                                                                     | Funding Value | Council Co-contribution | Date Submitted | Status                                         |
|-------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|---------------|-------------------------|----------------|------------------------------------------------|
| <b>Safer Local Roads and Infrastructure Program – Round 4</b>           | Tapalin Mail Road 7.7km Seal Construction                                                                       | \$2,640,000   | \$660,000               | June 2025      | Pending                                        |
| <b>Safer Local Roads and Infrastructure Program – Round 4</b>           | Benanee Road 15km Seal Construction                                                                             | \$4,944,000   | \$1,236,000             | 30 Sep 2025    | Pending                                        |
| <b>Safer Local Roads and Infrastructure Program – Round 4</b>           | MR67 Balranald Ivanhoe Road Rest Areas                                                                          | \$400,000     | \$100,000               | 30 Sep 2025    | Pending                                        |
| <b>Disaster Ready Fund – Round 3</b>                                    | Upgrade Oxley Road (MR514) on two flood-affected low-lying sections by raising the road and installing culverts | \$2,452,000   | \$613,000               | 15 Apr 2025    | Unsuccessful. Will be removed by next meeting. |
| <b>Public Works - Natural Disaster Non-Roads Assets</b>                 | Levee Bank Emergency Works                                                                                      | \$16,008      | 0                       | 5 Aug 2024     | Funding Received 11/11/2025                    |
| <b>Towards Zero Safer Roads Program – High Pedestrian Activity Area</b> | Balranald Library Pedestrian Crossing                                                                           | \$151,280     | 0                       | 31 Oct 2025    | Pending                                        |







**11.9 MEETINGS ATTENDED BY THE MAYOR, THE CHIEF EXECUTIVE OFFICER AND THE EXECUTIVE TEAM**

**File Number:** D25.117439  
**Author(s):** Carol Holmes, Senior Executive Assistant  
**Approver:** Terry Dodds PSM, Chief Executive Officer  
**Operational Plan Objective:** Pillar 6: Our Leadership – A community that values and fosters leadership, lifelong learning, innovation and good governance.

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**PURPOSE OF REPORT**

To advise Council of the meetings undertaken on behalf of Council by the Mayor, the Chief Executive Officer and the Executive Team since Friday 14 November 2025.

**OFFICER RECOMMENDATION**

**That Council notes the report.**

**REPORT**

**Attachment 1** details the meetings which the Mayor, the Chief Executive Officer, and the Executive Team since Friday 14 November 2025.

**FINANCIAL IMPLICATION**

Nil

**LEGISLATIVE IMPLICATION**

Nil

**POLICY IMPLICATION**

Nil

**RISK RATING**

Low

**ATTACHMENTS**

1. Meetings attended by the Mayor, Chief Executive Officer and Executive Staff [↓](#) 

| Date     | Meeting                                                                  | Topic                                                           | Who Was Involved               |
|----------|--------------------------------------------------------------------------|-----------------------------------------------------------------|--------------------------------|
| 17.11.25 | Catch Up Meeting                                                         | Regular Catch Up with MANEX                                     | CEO, EMCG, DIPS & CFO          |
| 17.11.25 | Teams Meeting                                                            | Balranald IWC                                                   | DIPS                           |
| 17.11.25 | Meet & Greet                                                             | Catch up with Efex                                              | CEO                            |
| 17.11.25 | ELT                                                                      | Regular Meeting with Executive Leaders                          | CEO, EMCG, DIPS & CFO          |
| 18.11.25 | Catch Up                                                                 | Regular Catch Up                                                | Mayor & CEO                    |
| 18.11.25 | Pre Meeting Briefing                                                     | Ordinary Monthly Meeting                                        | Mayor, CEO, EMCG, DIPS and CFO |
| 18.11.25 | Council Meeting                                                          | Ordinary Council Meeting                                        | Mayor, CEO, EMCG, DIPS and CFO |
| 19.11.25 | After Meeting Briefing                                                   | Monthly Briefing with Staff                                     | CEO, DIPS, EMCG & CFO          |
| 19.11.25 | Radio Interview                                                          | Weekly Radio Interview                                          | CEO                            |
| 19.11.25 | ELT & Managers                                                           | Accountability Framework                                        | CEO, EMCG, CFO & DIPS          |
| 19.11.25 | Teams Meeting                                                            | Darling Murray Murrumbidgee Rural Service Network Meeting       | EMCG                           |
| 19.11.25 | Teams Meeting                                                            | 2025 MAPS AGM                                                   | EMCG                           |
| 19.11.25 | Tourism & Economic Development Advisory Committee                        | Monthly Meeting                                                 | Mayor, & CEO                   |
| 19.11.25 | Teams Meeting                                                            | Murray & Sunraysia RACCs Preseason                              | DIPS                           |
| 20.12.25 | Teams Meeting                                                            | NSW – Western and Far West Community Impact Information Session | EMCG                           |
| 20.12.25 | LEMC Meeting                                                             | Regular Quarterly Meeting                                       | Mayor and CEO                  |
| 20.11.25 | Strengthening Community Access, Inclusion & Wellbeing Advisory Committee | Regular Monthly meeting                                         | Mayor, CEO & EMCG              |
| 20.11.25 | Iluka Community Partnership Meeting                                      | Scholarship and Community Funding                               | Mayor                          |

|                                                                           |
|---------------------------------------------------------------------------|
| Mayor – Cr Louie Zaffina                                                  |
| Chief Executive Officer (CEO) – Mr Terry Dodds PSM                        |
| Chief Financial Officer (CFO) – Ms Edna Mendes                            |
| Executive Manager – Community & Governance (EMCG) – Hodi Beauliv          |
| Director of Infrastructure & Planning Services (DIPS) – Mr David McKinley |
| Project Manager – Adrian Edgecome-Lucas                                   |

| Date          | Meeting                                       | Topic                                                      | Who Was Involved      |
|---------------|-----------------------------------------------|------------------------------------------------------------|-----------------------|
| 24.11.25      | Euston Progressive Advisory Committee Meeting | Regular Monthly Meeting                                    | EMCG                  |
| 24 – 25.11.25 | LGNSW Conference                              | Annual Conference                                          | Mayor and CEO         |
| 25.11.25      | Teams Meeting                                 | Ageing Australia Policy group Meeting                      | CFO                   |
| 25.11.25      | Euston Presentation                           | Annual Presentation Evening                                | Cr Ugarte             |
| 26.11.25      | Radio Interview                               | 3SH Radio Interview                                        | CEO                   |
| 26.11.25      | Internal Auditor                              | Catch Up                                                   | CEO, EMCG, DIPS & CFO |
| 27.11.25      | Teams Meeting                                 | Western Division Councils of NSW                           | Mayor and CEO         |
| 27.11.25      | Catch Up                                      | Statewide Mutual Insurance                                 | CEO                   |
| 27.11.25      | Charles Sturt University                      | Regional Energy Accord                                     | EMCG                  |
| 28.11.25      | Extraordinary Meeting                         | RAMJO                                                      | Mayor & CEO           |
| 28.11.25      | Teams Meeting                                 | Reconnecting River Country Program                         | Mayor, CEO & DIPS     |
| 1.12.25       | Catch Up                                      | Regular Catch Up with MANEX                                | CEO, EMCG, DIPS       |
| 1.12.25       | Teams Meeting                                 | Regional Energy Manager Review                             | EMCG                  |
| 1.12.25       | Teams Meeting                                 | FRRR Balranald Council – Community Impact Program Catch Up | EMCG                  |
| 1.12.25       | Teams Meeting                                 | Business Improvement Group Conference                      | CEO                   |
| 1.12.25       | NBN Catch Up                                  | Fibre Upgrade Program                                      | DIPS                  |
| 2.12.25       | Catch Up                                      | Regular Catch up                                           | Mayor and CEO         |
| 2.12.25       | Catch Up                                      | Balranald Early Learning Centre Lease                      | EMCG                  |
| 2.12.25       | ELT Meeting                                   | Regular Catch Up with Executive                            | CEO, EMCG & DIPS      |
| 2.12.25       | Introduction                                  | JONZA Program (RAMJO)                                      | EMCG                  |
| 3.12.25       | Radio Interview                               | 3SH Radio Interview                                        | CEO                   |
| 3.12.25       | Teams Meeting                                 | Rural Doctors Network                                      | EMCG                  |
| 3.12.25       | Toolbox Meeting                               | Depot Staff                                                | DIPS                  |
| 3.12.25       | Meeting                                       | Crown Lands                                                | CEO, EMCG             |
| 4.12.25       | Balranald NBN                                 | Update on NBN                                              | CEO                   |

Mayor – Cr Louie Zaffina

Chief Executive Officer (CEO) – Mr Terry Dodds PSM

Chief Financial Officer (CFO) – Ms Edna Mendes

Executive Manager – Community & Governance (EMCG) – Hodi Beauliv

Director of Infrastructure & Planning Services (DIPS) – Mr David McKinley

Project Manager – Adrian Edgecome-Lucas

| Date     | Meeting                     | Topic                                             | Who Was Involved        |
|----------|-----------------------------|---------------------------------------------------|-------------------------|
| 5.12.25  | Australia Day Meeting       | Australia Day Nominations and activities          | Mayor, CEO & EMCG       |
| 8.12.25  | Catch Up                    | Regular Catchup with MANEX                        | CEO, EMCG, DIPS & CFO   |
| 8.12.25  | Citizenship Ceremony        | Citizenship presentation                          | Mayor, CEO, EMCG & DIPS |
| 9.12.25  | Tronox Meeting              | Updates – BSC & Tronox                            | DIPS                    |
| 10.12.25 | Radio Interview             | 3SH Radio Interview                               | CEO                     |
| 10.12.25 | Quality Care Advisory Board | Bidgee Haven Retirement Hostel                    | CEO, EMCG, DIPS & CFO   |
| 10.12.25 | Teams Meeting               | Balranald Water Supply Scheme                     | DIPS                    |
| 10.12.25 | Teams Meeting               | Darling Murray Murrumbidgee Rural Service Network | EMCG                    |
| 10.12.25 | Site Visit                  | Development Application Review onsite in Euston   | Mayor, CEO, DIPS        |
| 11.12.25 | Teams Meeting               | Workplace Wellbeing StateCover                    | CEO, EMCG & DIPS        |
| 11.12.25 | Teams Meeting               | Robinvale Euston Workforce Network                | EMCG                    |
| 11.12.25 | Teams Meeting               | Monthly Cadence Meeting                           | EMCG                    |

Mayor – Cr Louie Zaffina

Chief Executive Officer (CEO) – Mr Terry Dodds PSM

Chief Financial Officer (CFO) – Ms Edna Mendes

Executive Manager – Community & Governance (EMCG) – Hodi Beauliv

Director of Infrastructure & Planning Services (DIPS) – Mr David McKinley

Project Manager – Adrian Edgecome-Lucas

**11.10 OUTSTANDING ACTIONS**

**File Number:** D25.117441  
**Author(s):** Carol Holmes, Senior Executive Assistant  
**Approver:** Terry Dodds PSM, Chief Executive Officer  
**Operational Plan Objective:** Pillar 6: Our Leadership – A community that values and fosters leadership, lifelong learning, innovation and good governance.

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**PURPOSE OF REPORT**

To provide Council with the updated Action Sheets Report (**Attachment 1**), which details all outstanding actions from previous Council Meetings.

**OFFICER RECOMMENDATION**

**That Council notes the report.**

**REPORT**

A list of the outstanding actions from all previous Council Meetings has been provided for the information of Council.

**FINANCIAL IMPLICATION**

Nil

**LEGISLATIVE IMPLICATION**

Nil

**POLICY IMPLICATION**

Nil

**RISK RATING**

Low

**ATTACHMENTS**

1. Outstanding Actions - December 2025 [↓](#) 

## ACTIONS REPORT

Printed: 10 December 2025 4:03 PM

Division:  
Committee: Council  
Officer:

Date From:  
Date To:

## Chief Executive Officer – Executive Services Division

| Meeting                                                                                                                                                                                                               | Date       | Officer       | Title                                                                                                              | Target     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------------|--------------------------------------------------------------------------------------------------------------------|------------|
| Council 21/10/2025                                                                                                                                                                                                    | 21/10/2025 | Holmes, Carol | Strengthening Community Access Inclusion & Wellbeing Advisory Committee Meeting held on Thursday 25 September 2025 | 24/11/2025 |
| <b>Notes</b><br><b>10 Nov 2025 12:51pm Holmes, Carol - Target Date Revision</b><br>Target date changed by Holmes, Carol from 18 November 2025 to 24 November 2025 - Waiting for the draft letter for Mayor to endorse |            |               |                                                                                                                    |            |

| Meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Date       | Officer       | Title                                           | Target     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------------|-------------------------------------------------|------------|
| Council 21/10/2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | 21/10/2025 | Holmes, Carol | Balranald Shire Council 2024/2025 Annual Report | 30/12/2025 |
| <b>Notes</b><br><b>10 Nov 2025 12:54pm Holmes, Carol - Target Date Revision</b><br>Target date changed by Holmes, Carol from 18 November 2025 to 24 November 2025 - Annual Report in draft format only, will be completed and this action removed<br><b>04 Dec 2025 3:21pm Holmes, Carol - Target Date Revision</b><br>Target date changed by Holmes, Carol from 24 November 2025 to 30 December 2025 - Annual Report has been uploaded to our website and the link sent to OLG. This action is now complete and will be removed. |            |               |                                                 |            |

| Meeting                                                                                                                                                           | Date       | Officer          | Title                         | Target     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------------|-------------------------------|------------|
| Council 20/05/2025                                                                                                                                                | 20/05/2025 | Dodds PSM, Terry | Yanga National Park Fuel Load | 17/06/2025 |
| <b>Notes</b><br><b>10 Nov 2025 12:35pm Holmes, Carol - Reallocation</b><br>Action reassigned to Dodds, Terry by Holmes, Carol - Peter no longer works for Council |            |                  |                               |            |

| Meeting                                                                                                                                                                                                                                                                                                                                                                       | Date       | Officer          | Title                     | Target     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------------|---------------------------|------------|
| Council 19/08/2025                                                                                                                                                                                                                                                                                                                                                            | 19/08/2025 | Dodds PSM, Terry | Expansion of Office Space | 16/09/2025 |
| <b>Notes</b><br><b>09 Sep 2025 5:26pm Bascomb, Peter</b><br>This is an ongoing action. Following informal discussion with councillors, the matter has been resubmitted to the 21 October 2025 meeting.<br><b>10 Nov 2025 12:33pm Holmes, Carol - Reallocation</b><br>Action reassigned to Dodds, Terry by Holmes, Carol - Peter no longer works with Council and Terry is CEO |            |                  |                           |            |

| Meeting            | Date       | Officer          | Title                            | Target     |
|--------------------|------------|------------------|----------------------------------|------------|
| Council 21/10/2025 | 21/10/2025 | Dodds PSM, Terry | Revised Code of Meeting Practice | 18/11/2025 |
| <b>Notes</b>       |            |                  |                                  |            |

| Meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Date       | Officer          | Title                                                     | Target     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------------|-----------------------------------------------------------|------------|
| Council 19/08/2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 19/08/2025 | Dodds PSM, Terry | Accommodation for Employees with Hybrid Work Arrangements | 16/09/2025 |
| <b>Notes</b><br><b>09 Sep 2025 5:27pm Bascomb, Peter</b><br>An updated housing policy will be presented to Council. This item will be complete on the adoption of the updated policy.<br><b>10 Oct 2025 2:13pm Bascomb, Peter</b><br>The house is now being used by three staff, with occasional use by a fourth.<br><b>10 Nov 2025 12:34pm Holmes, Carol - Reallocation</b><br>Action reassigned to Dodds, Terry by Holmes, Carol - Peter no longer works for Council and Terry is CEO |            |                  |                                                           |            |

| Meeting                                                                                                                                                                                                                                        | Date       | Officer          | Title                        | Target     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------------|------------------------------|------------|
| Council 16/09/2025                                                                                                                                                                                                                             | 16/09/2025 | Dodds PSM, Terry | CEO Performance Review Panel | 14/10/2025 |
| <b>Notes</b><br><b>10 Oct 2025 2:11pm Bascomb, Peter</b><br>Council nominated members appointed and attended a training session., Incoming CEO to nominate a Councillor prior to the the first meeting to develop their performance agreement. |            |                  |                              |            |

## ACTIONS REPORT

Printed: 10 December 2025 4:03 PM

Division:  
Committee: Council  
Officer:

Date From:  
Date To:

| Meeting                                                                                                                                                         | Date       | Officer          | Title                                 | Target     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------------|---------------------------------------|------------|
| Council 16/09/2025                                                                                                                                              | 16/09/2025 | Dodds PSM, Terry | Performance Improvement Orders Update | 14/10/2025 |
| <b>Notes</b><br><b>10 Oct 2025 2:09pm Bascomb, Peter</b><br>The PIO update was provided to OLG and on the ARIC agenda 15 October., This matter is now complete. |            |                  |                                       |            |

| Meeting                                                                                                                                                                                                                                 | Date       | Officer          | Title                                                | Target     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------------|------------------------------------------------------|------------|
| Council 21/10/2025                                                                                                                                                                                                                      | 21/10/2025 | Dodds PSM, Terry | Acquisition of Land for Balranald Airstrip Extension | 19/12/2025 |
| <b>Notes</b><br><b>26 Nov 2025 9:38am Holmes, Carol - Target Date Revision</b><br>Target date changed by Holmes, Carol from 18 November 2025 to 19 December 2025 - Counteroffer was rejected, ELT to discuss and report back to Council |            |                  |                                                      |            |

| Meeting                                                                                                                                                                                                                                                                | Date       | Officer               | Title                                                                    | Target     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------------|--------------------------------------------------------------------------|------------|
| Council 20/05/2025                                                                                                                                                                                                                                                     | 20/05/2025 | Edgcome-Lucas, Adrian | Turandurey Street Transfer of Crown Ownership to Balranald Shire Council | 30/07/2025 |
| <b>Notes</b><br><b>04 Jun 2025 12:21pm Edgcome-Lucas, Adrian - Target Date Revision</b><br>Target date changed by Edgcome-Lucas, Adrian from 17 June 2025 to 30 July 2025 - Awaiting Planning Manager to return from leave to assist with this action with Crown Land. |            |                       |                                                                          |            |

| Meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Date       | Officer          | Title                                         | Target     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|------------------|-----------------------------------------------|------------|
| Council 18/02/2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 18/02/2025 | Dodds PSM, Terry | Notice of Motion - Medical Facility in Euston | 18/03/2025 |
| <b>Notes</b><br><b>03 Mar 2025 4:04pm Holmes, Carol - Reallocation</b><br>Action reassigned to Bascomb, Peter by Holmes, Carol - Peter being the Interim General Manager<br><b>05 May 2025 12:17pm Bascomb, Peter</b><br>Concept design completed and costed. These will be used when a suitable funding program is identified.<br><b>10 Oct 2025 2:21pm Bascomb, Peter</b><br>The Mayor and I/CEO advocate for this at every opportunity. Most recently the Mayor and I/CEO met with a senior representative of FWLHD who supported the proposal and agreed that it would be a useful base for FWLHD to provide services to the the Euston region and agreed to work cooperatively on the proposal.<br><b>10 Nov 2025 12:36pm Holmes, Carol - Reallocation</b><br>Action reassigned to Dodds, Terry by Holmes, Carol - Peter no longer works for Council |            |                  |                                               |            |

## Corporate &amp; Finance Department

| Meeting                                                                                                                                                                                                                                                       | Date       | Officer       | Title                                           | Target     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------------|-------------------------------------------------|------------|
| Council 16/09/2025                                                                                                                                                                                                                                            | 16/09/2025 | Beauliv, Hodi | Application for Local Jobs Local People funding | 14/10/2025 |
| <b>Notes</b><br><b>08 Dec 2025 7:32pm Beauliv, Hodi</b><br>An application was submitted for this funding before it closed on 24 September 2025. Council is awaiting notification to find out if it was successful. An announcement is expected in early 2026. |            |               |                                                 |            |

| Meeting            | Date       | Officer       | Title                      | Target     |
|--------------------|------------|---------------|----------------------------|------------|
| Council 16/09/2025 | 16/09/2025 | Beauliv, Hodi | Review of Council Policies | 14/10/2025 |
| <b>Notes</b>       |            |               |                            |            |

| Meeting                                                                                                                                                                                                                                                                                                     | Date       | Officer       | Title                                           | Target     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------------|-------------------------------------------------|------------|
| Council 18/11/2025                                                                                                                                                                                                                                                                                          | 18/11/2025 | Beauliv, Hodi | Notice of Motion - Motions for November Meeting | 16/12/2025 |
| <b>Notes</b><br><b>25 Nov 2025 10:12am Holmes, Carol - Reallocation</b><br>Action reassigned to Beauliv, Hodi by Holmes, Carol - Hodi being the Executive Manager of Community & Governance - Parts 1, 2 and 3 of the resolution, to seek grant funding and purchase red roses using credit at Rustic Pear. |            |               |                                                 |            |



## ACTIONS REPORT

Printed: 10 December 2025 4:03 PM

Division:  
Committee: Council  
Officer:

Date From:  
Date To:

| Meeting            | Date       | Officer       | Title                                      | Target     |
|--------------------|------------|---------------|--------------------------------------------|------------|
| Council 21/10/2025 | 21/10/2025 | Beauliv, Hodi | Support to Balranald Early Learning Centre | 18/11/2025 |

**Notes****08 Dec 2025 7:41pm Beauliv, Hodi**

Support provided to Balranald Early Learning Centre, until Friday 19 December 2025. After this date, the committee is transitioning operational responsibility for the Centre across to Live Better, who will commence operations in January 2026. This action is now COMPLETE.

| Meeting            | Date       | Officer       | Title                                          | Target     |
|--------------------|------------|---------------|------------------------------------------------|------------|
| Council 21/10/2025 | 21/10/2025 | Beauliv, Hodi | Balranald Shire General Practice (GP) Services | 18/11/2025 |

**Notes****08 Dec 2025 7:45pm Beauliv, Hodi**

The Executive Manager Community and Governance has advised Dr Vitalis that Council will be reducing the financial assistance provided over the coming years. Conversations have also been facilitated with the Rural Doctors Network and through feedback on health services to the Country Mayors Association on how the government is cost shifting these expenses to local Council's.

| Meeting            | Date       | Officer       | Title                                                                                                         | Target     |
|--------------------|------------|---------------|---------------------------------------------------------------------------------------------------------------|------------|
| Council 18/11/2025 | 18/11/2025 | Beauliv, Hodi | Approval of applications for funding under the Get NSW Active program and the Crown Reserves Improvement Fund | 16/12/2025 |

**Notes****08 Dec 2025 7:42pm Beauliv, Hodi**

Individual applications for the Crown Reserve Improvement Fund were submitted on 5 December 2025 for the Balranald Caravan Park Upgrade & Refurbishment Project and the Euston Recreation Reserve Lighting Upgrade Project.

**08 Dec 2025 7:44pm Beauliv, Hodi**

Applications for the Active Transport funding are in development and will be submitted by 12 December 2025.

| Meeting            | Date       | Officer       | Title                                 | Target     |
|--------------------|------------|---------------|---------------------------------------|------------|
| Council 21/10/2025 | 21/10/2025 | Beauliv, Hodi | Discovery Centre Cafe Lease Agreement | 18/11/2025 |

**Notes****24 Nov 2025 1:33pm Holmes, Carol**

RESOLUTION 2025/194, Moved: Cr Iain Lindsay-Field, Seconded: Cr German Ugarte, That Council: , • note the tenants are exercising their option on the Discovery Centre Café lease and , • authorise the Interim CEO to vary the operating hours of the lease to 6am-3pm., CARRIED

**08 Dec 2025 7:35pm Beauliv, Hodi**

The owners of the Cafe are yet to exercise the option to change their operating hours. Council will be notified when this change comes into effect.

| Meeting            | Date       | Officer       | Title                                                            | Target     |
|--------------------|------------|---------------|------------------------------------------------------------------|------------|
| Council 21/10/2025 | 21/10/2025 | Beauliv, Hodi | Temporary Reduction in Operational Hours - Discovery Centre Cafe | 18/11/2025 |

**Notes****24 Nov 2025 1:34pm Holmes, Carol**

RESOLUTION 2025/193, Moved: Cr Iain Lindsay-Field, Seconded: Cr Leigh Byron, That Council approve the Discovery Centre Café to reduce its operational hours to 7am-2:30pm for two weeks following the birth of the operators' second child., CARRIED

**08 Dec 2025 7:33pm Beauliv, Hodi**

The owners of the Discovery Centre had their baby in October 2025. The Discovery hours were altered for a 2 week period. The Cafe is now operating again according to their contracted opening hours. This action is now COMPLETE.

| Meeting            | Date       | Officer       | Title                                        | Target     |
|--------------------|------------|---------------|----------------------------------------------|------------|
| Council 21/10/2025 | 21/10/2025 | Beauliv, Hodi | Bidgee Haven Retirement Hostel Redevelopment | 18/11/2025 |

**Notes****08 Dec 2025 7:39pm Beauliv, Hodi**

Tenders for the Bidgee Have Retirement Hostel Redevelopment have now closed. A Council report has been tabled to the December 2025 for Council approval of the tender. This action is now COMPLETE.

## ACTIONS REPORT

Printed: 10 December 2025 4:03 PM

Division:  
Committee: Council  
Officer:

Date From:  
Date To:

| Meeting                                                                                                                                                                                                                                                                                                        | Date       | Officer       | Title                                                                    | Target     |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------------|--------------------------------------------------------------------------|------------|
| Council 21/10/2025                                                                                                                                                                                                                                                                                             | 21/10/2025 | Beauliv, Hodi | Enterprise Risk Management Policy, Framework and Strategic Risk Register | 18/11/2025 |
| <b>Notes</b><br><b>08 Dec 2025 7:38pm Beauliv, Hodi</b><br>There were no submissions received on the draft Enterprise Risk Management Policy, Framework and Strategic Risk Register during the public consultation period. As a result, these documents are now adopted as final. This action is now COMPLETE. |            |               |                                                                          |            |

| Meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Date       | Officer       | Title                                           | Target     |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------------|-------------------------------------------------|------------|
| Council 20/05/2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 20/05/2025 | Beauliv, Hodi | Balranald Caravan Park Management and Operation | 17/06/2025 |
| <b>Notes</b><br><b>09 Sep 2025 5:11pm Bascomb, Peter</b><br>An initial workshop was held 2 September to brief Councillors on alternate models of management. A second workshop will be scheduled with a view to further explore options prior to an options report being presented to Council for consideration during Q1 2026.<br><b>10 Nov 2025 12:36pm Holmes, Carol - Reallocation</b><br>Action reassigned to Beauliv, Hodi by Holmes, Carol - Peter no longer works for Council, and Caravan Park is under the directorate of Hodi |            |               |                                                 |            |

| Meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Date       | Officer       | Title                                                                                                           | Target     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------------|-----------------------------------------------------------------------------------------------------------------|------------|
| Council 16/09/2025                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 16/09/2025 | Beauliv, Hodi | Strengthening Community Access Inclusion & Wellbeing Advisory Committee Meeting held on Thursday 28 August 2025 | 14/10/2025 |
| <b>Notes</b><br><b>18 Sep 2025 4:42pm Holmes, Carol - Reallocation</b><br>Action reassigned to Beauliv, Hodi by Holmes, Carol - Hodi being the Executive Manager: Community & Governance and staff representative of this committee.<br><b>08 Dec 2025 6:56pm Beauliv, Hodi</b><br>Council facilitated a Civic Reception on Wednesday 22 October for key service providers to the Balranald Shire. Approximately 70 people attended the function. This action is now COMPLETE. |            |               |                                                                                                                 |            |

| Meeting                                                                                                                                                                                                                                                                                                                                    | Date       | Officer       | Title                                                       | Target     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------------|-------------------------------------------------------------|------------|
| Council 16/09/2025                                                                                                                                                                                                                                                                                                                         | 16/09/2025 | Beauliv, Hodi | Mayoral Minute - Support to Balranald Early Learning Centre | 14/10/2025 |
| <b>Notes</b><br><b>08 Dec 2025 6:51pm Beauliv, Hodi</b><br>Support provided to Balranald Early Learning Centre, until Friday 19 December 2025. After this date, the committee is transitioning operational responsibility for the Centre across to Live Better, who will commence operations in January 2026. This action is now COMPLETE. |            |               |                                                             |            |

## Infrastructure &amp; Planning Department

| Meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Date       | Officer         | Title  | Target    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|--------|-----------|
| Council 21/10/2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 21/10/2025 | McKinley, David | Motion | 1/04/2027 |
| <b>Notes</b><br><b>10 Nov 2025 12:52pm Holmes, Carol - Reallocation</b><br>Action reassigned to McKinley, David by Holmes, Carol - David being the Director Infrastructure & Planning<br><b>05 Dec 2025 2:22pm McKinley, David - Target Date Revision</b><br>Target date changed by McKinley, David from 18 November 2025 to 01 April 2027 - For now the Team have tightened up the the unsealed pavement and dropped emulsion as a temporary fix while seeking a more permanent remedy in the future |            |                 |        |           |

| Meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Date       | Officer         | Title                                            | Target     |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|--------------------------------------------------|------------|
| Council 18/02/2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | 18/02/2025 | McKinley, David | Notice of Motion - Harben St Kerb and Guttering. | 13/03/2026 |
| <b>Notes</b><br><b>03 Mar 2025 4:03pm Holmes, Carol - Reallocation</b><br>Action reassigned to Bascomb, Peter by Holmes, Carol - Peter being the Interim General Manager<br><b>14 Apr 2025 12:08pm Bascomb, Peter - Reallocation</b><br>Action reassigned to McKinley, David by Bascomb, Peter - responsible officer<br><b>07 May 2025 1:42pm McKinley, David - Target Date Revision</b><br>Target date changed by McKinley, David from 18 March 2025 to 04 August 2025 - Reports or studies have been completed with indicative options with costings<br><b>03 Jul 2025 5:52pm McKinley, David - Target Date Revision</b><br>Target date changed by McKinley, David from 04 August 2025 to 03 November 2025 - This project will has 4 stages first stage will target the drainage adjacent to the Early Learning centre |            |                 |                                                  |            |

## ACTIONS REPORT

Printed: 10 December 2025 4:03 PM

Division:  
Committee: Council  
Officer:

Date From:  
Date To:

| Meeting                                                                                                                                                                                                                         | Date | Officer | Title | Target |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------|---------|-------|--------|
| <b>05 Nov 2025 5:33pm McKinley, David - Target Date Revision</b><br>Target date changed by McKinley, David from 03 November 2025 to 13 March 2026 - Working with operations to organise resources for the kerb and gutter works |      |         |       |        |

| Meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Date       | Officer         | Title                                                             | Target    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|-------------------------------------------------------------------|-----------|
| Council 26/11/2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | 26/11/2024 | McKinley, David | Notice of Motion - Policy for Management of Trees on Council Land | 2/03/2026 |
| <b>Notes</b><br><b>04 Jul 2025 12:41pm Holmes, Carol</b><br>Target date changed by McKinley, David from 24 December 2024 to 31 December 2025 - Council sees this as a priority, however there are already Strategies in the system ahead of the tree masterplan<br><b>04 Jul 2025 12:42pm Holmes, Carol - Target Date Revision</b><br>Target date changed by McKinley, David from 24 December 2024 to 31 December 2025 - Working Progress<br><b>05 Dec 2025 2:34pm McKinley, David - Target Date Revision</b><br>Target date changed by McKinley, David from 31 December 2025 to 02 March 2026 - A draft has document has gone to Public for comments and feed back ahead of the Feb 2026 Council meeting |            |                 |                                                                   |           |

| Meeting                                                                                                                                                                                                                                                                                                                                                                               | Date       | Officer         | Title                                                                       | Target    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|-----------------------------------------------------------------------------|-----------|
| Council 17/06/2025                                                                                                                                                                                                                                                                                                                                                                    | 17/06/2025 | McKinley, David | Euston Progressive Advisory Committee Meeting held on Monday, 28 April 2025 | 1/04/2026 |
| <b>Notes</b><br><b>04 Jul 2025 12:19pm Holmes, Carol - Reallocation</b><br>Action reassigned to McKinley, David by Holmes, Carol - David being the Director of Infrastructure & Planning<br><b>09 Oct 2025 2:32pm McKinley, David - Target Date Revision</b><br>Target date changed by McKinley, David from 15 July 2025 to 01 April 2026 - Pushed out pending Community consultation |            |                 |                                                                             |           |

| Meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Date       | Officer         | Title                                         | Target    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|-----------------------------------------------|-----------|
| Council 18/02/2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | 18/02/2025 | McKinley, David | Notice of Motion - Installation of Playground | 1/09/2026 |
| <b>Notes</b><br><b>03 Mar 2025 4:03pm Holmes, Carol - Reallocation</b><br>Action reassigned to Bascomb, Peter by Holmes, Carol - Peter being the Interim General Manager<br><b>14 Apr 2025 12:06pm Bascomb, Peter - Reallocation</b><br>Action reassigned to McKinley, David by Bascomb, Peter - responsible officer<br><b>07 May 2025 1:27pm McKinley, David - Target Date Revision</b><br>Target date changed by McKinley, David from 18 March 2025 to 01 July 2025 - See 8.1<br><b>03 Jul 2025 5:47pm McKinley, David - Target Date Revision</b><br>Target date changed by McKinley, David from 01 July 2025 to 01 September 2026 - In keeping with Pillar 1 Our Lifestyle and the approved DP 2025 - 2029 Council will engage the Garreffa Parade residents to better understand what their expectations are in terms of what play equipment order and install in the 2027 - 2028 financial year build |            |                 |                                               |           |

| Meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Date       | Officer         | Title                             | Target     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|-----------------------------------|------------|
| Council 26/11/2024                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 26/11/2024 | McKinley, David | Mayoral Minute - Rural Addressing | 31/12/2026 |
| <b>Notes</b><br><b>02 Dec 2024 12:28pm McKinley, David - Target Date Revision</b><br>Target date changed by McKinley, David from 24 December 2024 to 24 December 2024 - Firstly Council will need to scope the works based on the following:<br><b>02 Dec 2024 12:28pm McKinley, David - Target Date Revision</b><br>Target date changed by McKinley, David from 24 December 2024 to 24 December 2024 - 3<br><b>02 Dec 2024 12:33pm McKinley, David - Target Date Revision</b><br>Target date changed by McKinley, David from 24 December 2024 to 31 December 2026 - Council will need to firstly, scope of the works required for such an undertaking to include but not limited to, auditing of the existing road network within BSC updating BSC GIS system to reflect the status quo, also endorse of new street addresses to be submitted to the Geographic names board and for Council also to adopt Urban Rural Project street and numbering to assist the local community and emergency services and finally the cost of this exercise<br><b>11 Mar 2025 10:38am McKinley, David - Target Date Revision</b><br>Target date changed by McKinley, David from 31 December 2026 to 31 December 2026 - Organising budget item for consideration in the future CSP DP |            |                 |                                   |            |

## ACTIONS REPORT

Printed: 10 December 2025 4:03 PM

Division:  
Committee: Council  
Officer:

Date From:  
Date To:

| Meeting            | Date       | Officer       | Title                           | Target     |
|--------------------|------------|---------------|---------------------------------|------------|
| Council 21/10/2025 | 21/10/2025 | Mitchell, Ray | Acquisition of Land for Housing | 18/11/2025 |
| Notes              |            |               |                                 |            |

| Meeting                                                                                                                                                                                                                         | Date       | Officer         | Title                                                                      | Target    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|----------------------------------------------------------------------------|-----------|
| Council 18/11/2025                                                                                                                                                                                                              | 18/11/2025 | McKinley, David | Euston Recreational Reserve Active Transport Connection Options Assessment | 2/03/2026 |
| Notes                                                                                                                                                                                                                           |            |                 |                                                                            |           |
| <b>25 Nov 2025 10:17am Holmes, Carol - Reallocation</b>                                                                                                                                                                         |            |                 |                                                                            |           |
| Action reassigned to McKinley, David by Holmes, Carol - David being the Director, to liaise with the Project Manager in relation to funding application and scope of works.                                                     |            |                 |                                                                            |           |
| <b>05 Dec 2025 2:18pm McKinley, David - Target Date Revision</b>                                                                                                                                                                |            |                 |                                                                            |           |
| Target date changed by McKinley, David from 16 December 2025 to 02 March 2026 - Council is organising grant funding application to the Transport for NSW and will lodge this application through the portal early December 2025 |            |                 |                                                                            |           |

| Meeting                                                                                                                                                                                                                             | Date       | Officer         | Title                                       | Target    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|---------------------------------------------|-----------|
| Council 18/02/2025                                                                                                                                                                                                                  | 18/02/2025 | McKinley, David | Notice of Motion - Toilets at Anderson Park | 1/04/2026 |
| Notes                                                                                                                                                                                                                               |            |                 |                                             |           |
| <b>03 Mar 2025 4:03pm Holmes, Carol - Reallocation</b>                                                                                                                                                                              |            |                 |                                             |           |
| Action reassigned to Bascomb, Peter by Holmes, Carol - Peter being the Interim General Manager                                                                                                                                      |            |                 |                                             |           |
| <b>14 Apr 2025 12:07pm Bascomb, Peter - Reallocation</b>                                                                                                                                                                            |            |                 |                                             |           |
| Action reassigned to McKinley, David by Bascomb, Peter - responsible officer                                                                                                                                                        |            |                 |                                             |           |
| <b>07 May 2025 1:30pm McKinley, David - Target Date Revision</b>                                                                                                                                                                    |            |                 |                                             |           |
| Target date changed by McKinley, David from 18 March 2025 to 01 July 2025 - This is a capital project for consideration in the 2025/26 CAPEX the Infrastructure team have undertaken a report and will mobilise after June 1 - 2025 |            |                 |                                             |           |
| <b>03 Jul 2025 5:49pm McKinley, David - Target Date Revision</b>                                                                                                                                                                    |            |                 |                                             |           |
| Target date changed by McKinley, David from 01 July 2025 to 01 April 2026 - Works being programmed                                                                                                                                  |            |                 |                                             |           |

| Meeting                                                                                                                              | Date       | Officer         | Title                         | Target     |
|--------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|-------------------------------|------------|
| Council 19/08/2025                                                                                                                   | 19/08/2025 | McKinley, David | Harben Street Drainage Issues | 23/03/2026 |
| Notes                                                                                                                                |            |                 |                               |            |
| <b>20 Aug 2025 4:55pm Holmes, Carol - Reallocation</b>                                                                               |            |                 |                               |            |
| Action reassigned to McKinley, David by Holmes, Carol - Being the Director of Infrastructure                                         |            |                 |                               |            |
| <b>09 Oct 2025 2:49pm McKinley, David - Target Date Revision</b>                                                                     |            |                 |                               |            |
| Target date changed by McKinley, David from 16 September 2025 to 23 March 2026 - Design been completed just a matter for programming |            |                 |                               |            |

| Meeting                                                                                                                                                                                                                                               | Date       | Officer         | Title                           | Target     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|---------------------------------|------------|
| Council 21/10/2025                                                                                                                                                                                                                                    | 21/10/2025 | McKinley, David | Additional Office Accommodation | 31/12/2025 |
| Notes                                                                                                                                                                                                                                                 |            |                 |                                 |            |
| <b>05 Nov 2025 5:20pm McKinley, David - Target Date Revision</b>                                                                                                                                                                                      |            |                 |                                 |            |
| Organising Asbestos testing firstly and then need to organise the wind and water proofing as a means of separation from the burnt out section of the Theatre Royal before commencing and construction works relating to the "Additional Office Space" |            |                 |                                 |            |

| Meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Date       | Officer         | Title                                    | Target    |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|------------------------------------------|-----------|
| Council 21/10/2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 21/10/2025 | McKinley, David | Notice of Motion - Selwyn Street, Euston | 1/04/2027 |
| Notes                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |            |                 |                                          |           |
| <b>05 Nov 2025 5:13pm McKinley, David - Target Date Revision</b>                                                                                                                                                                                                                                                                                                                                                                                                                                |            |                 |                                          |           |
| Target date changed by McKinley, David from 18 November 2025 to 04 June 2026 - Infrastructure has undertaken an assessment and design of that section of gravel road and now have a cost estimation for the pavement reconstruction and 2 coat sealing over the next 4-5 years, in the meantime Operations now going to tighten up the pavement and run some emulsion and aggregate as a stop gap measure to allow Infrastructure to incorporate recommended pavement reconstruction as earlier |            |                 |                                          |           |
| <b>05 Dec 2025 2:27pm McKinley, David - Target Date Revision</b>                                                                                                                                                                                                                                                                                                                                                                                                                                |            |                 |                                          |           |
| Target date changed by McKinley, David from 04 June 2026 to 01 April 2027 - this appears to be a double up                                                                                                                                                                                                                                                                                                                                                                                      |            |                 |                                          |           |

## ACTIONS REPORT

Printed: 10 December 2025 4:03 PM

Division:  
Committee: Council  
Officer:

Date From:  
Date To:

| Meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Date       | Officer         | Title                                                                      | Target     |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|-----------------|----------------------------------------------------------------------------|------------|
| Council 16/09/2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 16/09/2025 | McKinley, David | Kyalite Raw Water Project                                                  | 30/01/2026 |
| <b>Notes</b><br><b>10 Oct 2025 2:09pm Bascomb, Peter - Reallocation</b><br>Action reassigned to McKinley, David by Bascomb, Peter - To work with the group to get an invoice from the group and make the donation.<br><b>05 Nov 2025 5:31pm McKinley, David - Target Date Revision</b><br>Target date changed by McKinley, David from 14 October 2025 to 30 January 2026 - Need to establish where this project is in the process                                                             |            |                 |                                                                            |            |
| Meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Date       | Officer         | Title                                                                      | Target     |
| Council 16/09/2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 16/09/2025 | McKinley, David | Nixon St Euston Drainage                                                   | 27/02/2026 |
| <b>Notes</b><br><b>10 Oct 2025 2:07pm Bascomb, Peter - Reallocation</b><br>Action reassigned to McKinley, David by Bascomb, Peter - Mo0re relevant to DMcK<br><b>10 Oct 2025 2:21pm McKinley, David - Target Date Revision</b><br>Target date changed by McKinley, David from 14 October 2025 to 27 February 2026 - I have pushed this out cause I have to organise the programing of design works                                                                                            |            |                 |                                                                            |            |
| Meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Date       | Officer         | Title                                                                      | Target     |
| Council 19/08/2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 19/08/2025 | McKinley, David | Euston Progressive Advisory Committee Meeting held on Monday, 30 June 2025 | 22/04/2026 |
| <b>Notes</b><br><b>09 Oct 2025 2:47pm McKinley, David - Target Date Revision</b><br>Target date changed by McKinley, David from 16 September 2025 to 22 April 2026 - I am not sure, but i think the start of this interms of design and communication sits with Hodi's team                                                                                                                                                                                                                   |            |                 |                                                                            |            |
| Meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Date       | Officer         | Title                                                                      | Target     |
| Council 15/07/2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 15/07/2025 | McKinley, David | Notice of Motion - Footpath to Recreation Reserve, Euston                  | 1/12/2026  |
| <b>Notes</b><br><b>07 Aug 2025 5:57pm McKinley, David - Target Date Revision</b><br>Target date changed by McKinley, David from 12 August 2025 to 01 December 2026 - This allows Council to organise detail design with Costings and seek funding                                                                                                                                                                                                                                             |            |                 |                                                                            |            |
| Meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Date       | Officer         | Title                                                                      | Target     |
| Council 19/08/2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 19/08/2025 | McKinley, David | Euston Progressive Advisory Committee - Monday 28 July 2025                | 15/06/2026 |
| <b>Notes</b><br><b>09 Oct 2025 2:48pm McKinley, David - Target Date Revision</b><br>Target date changed by McKinley, David from 16 September 2025 to 15 June 2026 - Funding matter                                                                                                                                                                                                                                                                                                            |            |                 |                                                                            |            |
| Meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Date       | Officer         | Title                                                                      | Target     |
| Council 21/10/2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 21/10/2025 | McKinley, David | Construction of Garage                                                     | 31/12/2025 |
| <b>Notes</b><br><b>05 Nov 2025 5:27pm McKinley, David - Target Date Revision</b><br>Target date changed by McKinley, David from 18 November 2025 to 31 December 2025 - Target date changed by McKinley, David from 18 November 2025 to 31 December 2025 - In the throes of organsing the resources to make this happen                                                                                                                                                                        |            |                 |                                                                            |            |
| Meeting                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Date       | Officer         | Title                                                                      | Target     |
| Council 21/10/2025                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | 21/10/2025 | McKinley, David | Balranald Library Pedestrian Connectivity Improvement Proposal             | 1/06/2026  |
| <b>Notes</b><br><b>25 Nov 2025 10:26am Holmes, Carol - Reallocation</b><br>Action reassigned to McKinley, David by Holmes, Carol - David being the Director to liaise with the Project Manager with the scope of works, and funding application<br><b>05 Dec 2025 2:25pm McKinley, David - Target Date Revision</b><br>Target date changed by McKinley, David from 18 November 2025 to 01 June 2026 - Council has made application through the NSW Funding portal to fund pedestrian crossing |            |                 |                                                                            |            |

**11.11 CIRCULARS FROM THE OFFICE OF LOCAL GOVERNMENT**

**File Number:** D25.117440  
**Author(s):** Carol Holmes, Senior Executive Assistant  
**Approver:** Terry Dodds PSM, Chief Executive Officer  
**Operational Plan Objective:** Pillar 6: Our Leadership – A community that values and fosters leadership, lifelong learning, innovation and good governance.

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**PURPOSE OF REPORT**

To provide Council with copies of the circulars received from the Office of Local Government (OLG).

**OFFICER RECOMMENDATION**

That Council notes the report.

**REPORT**

Council receives circulars from the OLG for any updates and information that is relevant for Council.

While many of the circulars are of an administrative nature, there may be matters that are of interest to the community.

**Circulars Received from the OLG**

25-23 Local Government (General) Regulation Review

All circulars can be found on the OLG's website at [Circulars – Office of Local Government NSW](#)

**FINANCIAL IMPLICATION**

Nil

**LEGISLATIVE IMPLICATION**

Nil

**POLICY IMPLICATION**

Nil

**RISK RATING**

Low

**ATTACHMENTS**

Nil

**11.12 CORRESPONDENCE**

**File Number:** D25.117593  
**Author(s):** Carol Holmes, Senior Executive Assistant  
**Approver:** Terry Dodds PSM, Chief Executive Officer  
**Operational Plan Objective:** Pillar 1: Our People – A community that is proactive, engaged, inclusive and connected.

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**PURPOSE OF REPORT**

To advise Council of some recent correspondence received and/or forwarded which maybe of interest.

**OFFICER RECOMMENDATION**

That the report be received and noted.

**REPORT**

1. Letter received from Helen Dalton – Health Services in the Murray Electorate
2. Letter received The Hon Ryan Park MP – Minister for Health

**FINANCIAL IMPLICATION**

Nil

**LEGISLATIVE IMPLICATION**

Nil

**POLICY IMPLICATION**

Nil

**RISK RATING**

Low

**ATTACHMENTS**

1. Letter received from Helen Dalton - Health Services in Murray Electorate [!\[\]\(756eade09b08efefcc543f4385f4974e\_img.jpg\)](#) 
2. Letter received from The Hon Ryan Park - Minister for Health [!\[\]\(2e311dc2c2bc9a43710036588edd9c8e\_img.jpg\)](#) 





18 November 2025

HD12836

Cr Louie Zaffina  
Mayor Balranald Shire Council  
P O Box 120  
Balranald NSW 2715

Dear Cr Zaffina,

**Re: Health Services in the Murray Electorate**

I am writing to seek your Council's views on the health services your community needs now and into the future.

I continue to receive serious concerns from residents, clinicians, and local organisations about access to health care across the Murray electorate – particularly in relation to local hospitals, urgent care, maternity, aged care, mental health and primary care. To advocate effectively in Parliament, I want to ensure I am accurately reflecting the priorities and expectations of each Council area.

I would be grateful if Council could provide written feedback addressing:

**1. Current health services**

- What hospital and related health services are currently available to your community (public, private and non-government)?
- Where are the key gaps or pressures you are seeing?

**2. Minimum services your community should be able to rely on locally**

- At an absolute minimum, what services do you consider essential in your local hospital(s) and health facilities?
- For example: emergency/urgent care, maternity, theatre, inpatient beds, palliative care, imaging, pathology, mental health, allied health, after-hours GP, patient transport, etc.



**3. Support required to sustain and improve these services**

- What additional staffing, funding, infrastructure or models of care are needed to deliver these minimum services safely and reliably?
- Are there particular State Government policies, programs or decisions that are helping or hindering service provision in your area?

**4. Local priorities and projects**

- Any specific projects, upgrades or service expansions Council regards as a priority over the next 5–10 years.

Your response will help inform my representations to the NSW Government, including questions in Parliament, advocacy with NSW Health, and any future inquiries or reviews into rural and regional health. If Council has already adopted any relevant resolutions, strategies, or reports, I would welcome copies or links.

I would appreciate receiving Council's response by Friday 12 December or earlier if possible. Please send it to my office at [murray@parliament.nsw.gov.au](mailto:murray@parliament.nsw.gov.au). I understand this is a very quick turnaround and sincerely value your input.

Thank you for your ongoing work to support health and wellbeing in your community. I look forward to working with you to secure the services local residents deserve.

Yours sincerely



Helen Dalton MP  
Member for Murray

**The Hon Ryan Park MP**

Minister for Health  
Minister for Regional Health  
Minister for the Illawarra and the South Coast



Ref: M25/7033

Councillor Louie Zaffina  
Mayor, Balranald Shire Council  
council@balranald.nsw.gov.au

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**Access to services for Euston residents**

Dear Mayor

*Louie*

Thank you for writing about the health needs of the Euston community. I acknowledge the concerns raised and appreciate your advocacy on this matter. Please be assured that the safety and care of patients is the highest priority for NSW Health.

After you got in touch, I followed up on this matter with the Far West Local Health District to get a better understanding of the situation.

I am advised that health services for Euston residents are delivered through a collaborative approach. The District provides community-based care locally and through an outreach model from Broken Hill Health Service, Balranald Multi-Purpose Service and Buronga Health One.

Robinvale District Health Service also delivers community allied health services to Euston residents, and monthly meetings with the District facilitate service coordination and data sharing. I am assured that Broken Hill Health Service, Balranald Multi-Purpose Centre and Buronga HealthOne continue supporting the community.

This includes the Brighter Beginnings service, which carries screening for children and referrals to other health professionals. Physiotherapy and occupational therapy are also available through Buronga HealthOne as an additional option for Euston residents, complementing Robinvale District Health Services.

I understand that the District is reviewing eligibility criteria for these services to ensure equitable access and alignment with appropriate funding streams to support sustainability. The District is committed to working closely with Robinvale District Health Services and other key organisations across the region to ensure Euston residents receive timely and coordinated health services.

Your feedback is valued, and I really appreciate the work that Council does to advocate for better access to services.

Thank you again for writing. For more information, please contact Mr Nicholas Minns, General Manager, Remote Health Service, Far West Local Health District, at [nicholas.minns@health.nsw.gov.au](mailto:nicholas.minns@health.nsw.gov.au) or on 0457 021391.

Yours sincerely

  
**Ryan Park MP**

Minister for Health  
Minister for Regional Health  
Minister for the Illawarra and the South Coast

52 Martin Place Sydney NSW 2000  
GPO Box 5341 Sydney NSW 2001

02 7225 6050  
[nsw.gov.au/ministerpark](http://nsw.gov.au/ministerpark)

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**5 QUESTIONS ON NOTICE****28.1 OCTOBER INVESTMENT REPORT****File Number: D25.117655****Reporting Officer: Edna Mendes, Chief Financial Officer****Responsible Officer: Terry Dodds PSM, Chief Executive Officer**

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The following question on notice was received from Councillor Tracy O'Halloran.

**Question**

What makes up the difference in the decrease of the investment portfolio other than that disclosed in the investment report?

**Response**

The decrease in the investment portfolio, beyond what is disclosed in the investment report, is primarily attributable to Council's regular financial obligations. These include fortnightly payroll disbursements and scheduled payment runs to suppliers. The value of these payments can fluctuate significantly from month to month, depending on operational activity and service delivery requirements.

**OFFICER RECOMMENDATION**

THAT the response to the question regarding investment value raised by Councillor Tracy O'Halloran be received and noted.

**ATTACHMENTS**

**Nil**

**6 CONFIDENTIAL MATTERS**

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**RECOMMENDATION**

That Council considers the confidential report(s) listed below in a meeting closed to the public in accordance with Section 10A(2) of the Local Government Act 1993:

**29.1 Tender VP486134 Bidgee Haven Retirement Hostel Redevelopment**

This matter is considered to be confidential under Section 10A(2) - d(i) of the Local Government Act, and the Council is satisfied that discussion of this matter in an open meeting would, on balance, be contrary to the public interest as it deals with commercial information of a confidential nature that would, if disclosed prejudice the commercial position of the person who supplied it.

**7 CLOSURE OF MEETING**