



AGENDA

Ordinary Council Meeting Tuesday, 17 February 2026

Date: Tuesday, 17 February 2026

Time: 4PM

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:

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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, 17 February 2026 at 4PM

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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.



3 APOLOGIES

4 CONFIRMATION OF MINUTES**4.1 MINUTES OF THE ORDINARY COUNCIL MEETING HELD ON TUESDAY, 16 DECEMBER 2025**

File Number: D26.119860

Reporting Officer: Carol Holmes, Senior Executive Assistant

Responsible Officer: Terry Dodds PSM, Chief Executive Officer

OFFICER RECOMMENDATION

That Council confirms the Minutes of the Ordinary Council Meeting held on Tuesday 16 December 2025 as a true and accurate recording of that meeting.

REPORT

Council held its Ordinary Council Meeting on Tuesday 16 December 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, 16 December 2025**



MINUTES

**Ordinary Council Meeting
Tuesday, 16 December 2025**

ORDINARY COUNCIL MEETING MINUTES

16 DECEMBER 2025

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ORDINARY COUNCIL MEETING MINUTES**16 DECEMBER 2025**

**MINUTES OF BALRANALD SHIRE COUNCIL
ORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBERS, MARKET STREET BALRANALD
ON TUESDAY, 16 DECEMBER 2025 AT 5PM**

1 OPENING OF MEETING

The Mayor opened the meeting at 5pm.

2 PRAYER & ACKNOWLEDGMENT OF COUNTRY**Prayer**

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

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

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

Amen

Acknowledgement of Country

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

PRESENT:

Mayor Louie Zaffina, Deputy Mayor Dwaine Scott, Cr Leigh Byron, 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), Edna Mendes (Chief Financial Officer), Hodi Beauliv (Executive Manager - Community & Governance) and Carol Holmes (Senior Executive Assistant)

3 APOLOGIES

Nil

ORDINARY COUNCIL MEETING MINUTES**16 DECEMBER 2025**

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

RESOLUTION 2025/210

Moved: Deputy Mayor Dwaine Scott
Seconded: Cr Alison Linnett

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.

CARRIED**5 DISCLOSURE OF INTEREST**

There were no disclosure of interests submitted to the meeting.

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

RESOLUTION 2025/211

Moved: Cr Tracy O'Halloran
Seconded: Cr Leigh Byron

That the Report be received and noted.

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

RESOLUTION 2025/212

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

That Council:

1. Receives and notes the Minutes of the Tourism & Economic Development Advisory Committee (TED) meeting held on Wednesday 19 November 2025 with an amendment of removing Cr Linnett advising the committee and replacing with The Chair advised the committee; and
2. Seek legal advice on remediation options for the burnt section of the Theatre Royal building.

CARRIED

ORDINARY COUNCIL MEETING MINUTES**16 DECEMBER 2025**

7.2 EUSTON PROGRESSIVE ADVISORY COMMITTEE - MONDAY 27 OCTOBER 2025

RESOLUTION 2025/213

Moved: Cr Leigh Byron
Seconded: Cr Alison Linnett

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

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

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:

RESOLUTION 2025/214

Moved: Cr German Ugarte
Seconded: Cr Tracy O'Halloran

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.

CARRIED**AMENDMENT**

Moved: Cr Tracy O'Halloran

That the kiosk in front of the 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, after one month, they be charged at the normal rate of \$30 per day and \$150 cleaning deposit.

The **Amendment** lapsed for the want of a seconder

AMENDMENT

Moved: Cr Alison Linnett

That the kiosk in front of the 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 with a limit of 10 days per year.

The **Amendment** lapsed for the want of a seconder.

ORDINARY COUNCIL MEETING MINUTES**16 DECEMBER 2025****8.2 NOTICE OF MOTION - BALRANALD FOOTBALL OVAL WITH A LED MATRIX SCOREBOARD**

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:

RESOLUTION 2025/215

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

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

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

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:

RESOLUTION 2025/216

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

That Council seek Grant Funding for the Balranald Community Art and Crafts Inc (The Gallery) to deliver the 'Flying High Arts Festival2026', August 6th to September 27th – Celebrating Australian Birds through Art, Creativity and Culture.

CARRIED

ORDINARY COUNCIL MEETING MINUTES**16 DECEMBER 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 REMUNERATION TRIBUNAL****RESOLUTION 2025/217**

Moved: Cr Tracy O'Halloran

Seconded: Cr Iain Lindsay-Field

That Council 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).

CARRIED

10.2 ADOPTION OF MODEL CODE OF MEETING PRACTICE**RESOLUTION 2025/218**

Moved: Cr Leigh Byron

Seconded: Cr Tracy O'Halloran

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

CARRIED

ORDINARY COUNCIL MEETING MINUTES**16 DECEMBER 2025****10.3 RENEWED PARLIAMENTARY INQUIRY INTO LOCAL GOVERNMENT SUSTAINABILITY****RESOLUTION 2025/219**

Moved: Cr Iain Lindsay-Field

Seconded: Cr Tracy O'Halloran

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.

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ORDINARY COUNCIL MEETING MINUTES**16 DECEMBER 2025**

- 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.

ORDINARY COUNCIL MEETING MINUTES**16 DECEMBER 2025****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.

CARRIED

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ORDINARY COUNCIL MEETING MINUTES**16 DECEMBER 2025****10.4 CONSIDERATION OF THE IMPACT TO WATER USERS IN BALRANALD RESULTING FROM RECENT RESERVOIR REFURBISHMENT****RESOLUTION 2025/220**

Moved: Cr Tracy O'Halloran

Seconded: Cr Phillip Pippin

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 LTFF.

CARRIED

10.5 DA 11/2026 - FENCING - VARIATION TO COUNCIL POLICY - 23 MOA STREET BALRANALD**RESOLUTION 2025/221**

Moved: Cr Tracy O'Halloran

Seconded: Cr Iain Lindsay-Field

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.

ORDINARY COUNCIL MEETING MINUTES**16 DECEMBER 2025**

6. A sign must be erected in a prominent position on the work site showing:
- The name of the principal contractor and a telephone number on which that person may be contacted outside working hours.
 - 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).

- 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.
- 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.
- The applicant is responsible to ensure that the fence is sited on the allotment as specified on the approved site plan.
- The applicant is required to ensure that any easements registered over the title to the land are complied with.
- No second-hand materials are to be used unless separately approved by Council and then made available for inspection prior to use.
- All external metal cladding shall be of suitable colour and finish so as not to cause reflection or glare.
- Any damage to Council's infrastructure or other services is the full responsibility of the proponent.

ORDINARY COUNCIL MEETING MINUTES**16 DECEMBER 2025**

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

CARRIED

10.6 DRAFT BALRANALD SHIRE ECONOMIC DEVELOPMENT STRATEGY 2025-2030**RESOLUTION 2025/222**

Moved: Cr Tracy O'Halloran

Seconded: Cr Alison Linnett

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**

CARRIED

ORDINARY COUNCIL MEETING MINUTES**16 DECEMBER 2025****10.7 DRAFT BALRANALD SHIRE COUNCIL DESTINATION MANAGEMENT PLAN 2026-2031****RESOLUTION 2025/223**

Moved: Cr Iain Lindsay-Field

Seconded: Cr Alison Linnett

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**

CARRIED

10.8 OFFICE ACCOMMODATION ALTERNATIVE**RESOLUTION 2025/224**

Moved: Cr Tracy O'Halloran

Seconded: Cr Iain Lindsay-Field

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.

CARRIED

PART B – ITEMS FOR INFORMATION**11 CHIEF EXECUTIVE OFFICER'S REPORTS****11.1 AUSTRALIA DAY AWARDS****RESOLUTION 2025/225**

Moved: Cr Tracy O'Halloran

Seconded: Cr Leigh Byron

That the report be received and noted.

CARRIED

ORDINARY COUNCIL MEETING MINUTES**16 DECEMBER 2025**

11.2 REPORT OF FINANCIAL INFORMATION**RESOLUTION 2025/226**

Moved: Cr Iain Lindsay-Field

Seconded: Cr Phillip Pippin

That Council notes the financial information contained in this report for the period ending, 30 November 2025.**CARRIED**

11.3 MONTHLY INVESTMENTS REPORT**RESOLUTION 2025/227**

Moved: Deputy Mayor Dwaine Scott

Seconded: Cr Phillip Pippin

That Council note the information provided in this report.**CARRIED**

11.4 OUTSTANDING RATES AND USAGE CHARGES AS AT 30 NOVEMBER 2025**RESOLUTION 2025/228**

Moved: Cr Leigh Byron

Seconded: Cr Iain Lindsay-Field

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

11.5 OUTSTANDING DEBTORS AS AT 30 NOVEMBER 2025**RESOLUTION 2025/229**

Moved: Cr Iain Lindsay-Field

Seconded: Cr Phillip Pippin

That Council note the report.**CARRIED**

11.6 GRANT FUNDED PROJECTS STATUS UPDATE**RESOLUTION 2025/230**

Moved: Cr Phillip Pippin

Seconded: Cr Tracy O'Halloran

That Council notes the report.**CARRIED**

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ORDINARY COUNCIL MEETING MINUTES**16 DECEMBER 2025****11.7 ACTIVITIES UNDERTAKEN WITHIN THE PLANNING DEPARTMENT****RESOLUTION 2025/231**

Moved: Cr Leigh Byron
Seconded: Cr Alison Linnett

That Council notes the report.

CARRIED

11.8 INFRASTRUCTURE UPDATE FOR NOVEMBER 2025**RESOLUTION 2025/232**

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

That Council notes the report.

CARRIED

11.9 MEETINGS ATTENDED BY THE MAYOR, THE CHIEF EXECUTIVE OFFICER AND THE EXECUTIVE TEAM**RESOLUTION 2025/233**

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

That Council notes the report.

CARRIED

11.10 OUTSTANDING ACTIONS**RESOLUTION 2025/234**

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

That Council notes the report.

CARRIED

ORDINARY COUNCIL MEETING MINUTES**16 DECEMBER 2025****11.11 CIRCULARS FROM THE OFFICE OF LOCAL GOVERNMENT****RESOLUTION 2025/235**

Moved: Cr Leigh Byron
Seconded: Cr Alison Linnett

That Council notes the report.

CARRIED

11.12 CORRESPONDENCE**RESOLUTION 2025/236**

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

That the report be received and noted.

CARRIED

12 NOTICE OF MOTION / QUESTIONS ON NOTICE**28.1 OCTOBER INVESTMENT REPORT****RESOLUTION 2025/237**

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

THAT the response to the question regarding investment value raised by Councillor Tracy O'Halloran be received and noted.

CARRIED

13 CONFIDENTIAL MATTERS**RESOLUTION 2025/238**

Moved: Cr Phillip Pippin
Seconded: Cr Leigh Byron

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.

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ORDINARY COUNCIL MEETING MINUTES

16 DECEMBER 2025

CARRIED

RESOLUTION 2025/239

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

That Council moves out of Closed Council into Open Council and the Chief Executive Officer, Mr Terry Dodds read out the recommendation of the Confidential Meeting as follows;

That Council:

- **Request an extension to the timeline for the Bidgee Haven Retirement Hostel project from the Australian Government's Aged Care Approvals Round (ACAR) funding, due to all tenderers building delivery schedules requiring additional time for completion**
- **Request additional funding or approval to downsize the scope for the Bidgee Haven Retirement Hostel project from the Australian Government's ACAR funding so the build can be completed within budget**
- **Subject to negotiations with the funding body, approve staff to negotiate with the preferred tenderer in line with the new funding requirements**

CARRIED

The Meeting closed at 7.03pm.

The minutes of this meeting were confirmed at the Council Meeting held on 17 February 2026.

.....
MAYOR

4.2 MINUTES OF THE EXTRAORDINARY COUNCIL MEETING HELD ON THURSDAY, 29 JANUARY 2026

File Number: D26.119861

Reporting Officer: Carol Holmes, Senior Executive Assistant

Responsible Officer: Terry Dodds PSM, Chief Executive Officer

OFFICER RECOMMENDATION

That Council confirms the Minutes of the Ordinary Council Meeting held on Thursday, 29 January 2026 as a true and accurate recording of that meeting.

REPORT

Council held an Extra-Ordinary Council Meeting on Thursday 29 January 2026. 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 Extraordinary Council Meeting held on Thursday, 29 January 2026**



MINUTES

**Extraordinary Council Meeting
Thursday, 29 January 2026**

EXTRAORDINARY COUNCIL MEETING MINUTES

29 JANUARY 2026

Order Of Business

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2 PRAYER & Acknowledgment of country 3

3 Apologies 3

4 Disclosure of Interest 4

5 Confidential Matters 4

 1.1 Contract for Bidgee Haven Retirement Hostel Extension 4

EXTRAORDINARY COUNCIL MEETING MINUTES**29 JANUARY 2026**

**MINUTES OF BALRANALD SHIRE COUNCIL
EXTRAORDINARY COUNCIL MEETING
HELD AT THE COUNCIL CHAMBERS, MARKET STREET BALRANALD
ON THURSDAY, 29 JANUARY 2026 AT 12.30PM**

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, Cr Iain Lindsay-Field, Cr Alison Linnett, Cr Tracy O'Halloran, Cr Phillip Pippin, Cr German Ugarte

IN ATTENDANCE:

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

3 APOLOGIES**APOLOGY**

RESOLUTION 2026/1

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

That the apology received from Cr Dwaine Scott and Cr Leigh Byron be accepted and leave of absence granted.

CARRIED

Initial

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EXTRAORDINARY COUNCIL MEETING MINUTES

29 JANUARY 2026

4 DISCLOSURE OF INTEREST

There were no Disclosure of Interests submitted to this meeting.

5 CONFIDENTIAL MATTERS**RESOLUTION 2026/2**

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

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:

1.1 Contract for Bidgee Haven Retirement Hostel Extension

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.

CARRIED**RESOLUTION 2026/3**

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

That Council moves out of Closed Council into Open Council and the CEO, Mr Terry Dodds read out the recommendation of the Confidential Meeting.

That Council approve entering into a contract with RTM Constructions for the construction of the Bidgee Haven Extension Project for a total amount of \$4,595,803.08 excluding GST, subject to:

1. **Receiving formal approval in writing from the Australian Government's Aged Care Assessment Round funding to:**
 - a. **reduce the scope of the project to fit within budget, and**
 - b. **Extend the timeline for the project to 30 June 2027**
2. **Exclusion of the components related to refurbishing the existing resident rooms from the Vendor Panel Tender VP486134, to bring the project in line with the available funding**

CARRIED

The Meeting closed at 12.48pm.

The minutes of this meeting were confirmed at the Council Meeting held on 17 February 2026.

.....
MAYOR

Initial

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5 DISCLOSURE OF INTEREST

6 MAYORAL/COUNCILLOR REPORT**6.1 MAYORAL REPORT - RSN ROUNDTABLE - DRY CONDITIONS OF FAR SOUTHWESTERN NSW**

File Number: D26.119855

Reporting Officer: Louie Zaffina, Mayor

Responsible Officer: Terry Dodds PSM, Chief Executive Officer

OFFICER RECOMMENDATION

That the Mayoral Report be received and noted.

REPORT

On Wednesday, 4 February, together with the CEO, Mr Terry Dodds, I attended the RSN Roundtable – Dry Conditions of far southwestern NSW community meeting held in Wentworth.

The Minns Government has appointed Mr Ray Willis, as the new Drought Coordinator. His role is to strengthen coordination and support mechanisms for communities affected by drought across southern NSW.

The NSW Government is commencing a major communication drive across electronic mail, print, radio and social media channels to raise awareness of available drought support from both State and Federal programs.

The Australian Government and State Jurisdiction no longer use formal regional “Drought Declarations” to trigger assistance, a policy shift finalised around 2013.

Instead, support is based on individual needs rather than a “line on a map”

Key aspects of this policy framework include:

- **Focus on Preparedness**

The shift is intended to encourage farmers to proactively plan for and manage drought risk rather than waiting for relief triggered by declarations.

- **Constant Access to Support Programs**

Assistance such as low-interest loans through the Regional Investment Corporation (RIC) and Rural Financial Counselling Services remain available irrespective of seasonal classifications.

- **Evidence-Based Assistance**

Support programs are delivered through a coordinated combination of financial, environmental, and mental-health initiatives.

Negative Impacts:

Many of the concerns raised at the meeting include;

- No Government Drought Declaration is directly impacting communities because of poor media exposure; this means that Governments no longer face pressure from the broader community simply because there not even aware of it.
- No subsidies: The excuse that subsidies (Livestock Transport) cause a false market is ridiculous and double standards, considering other declared disasters receive subsidies, not to mention the billions of dollars that giant corporations are receiving in the renewable industry.

I believe that Governments need to reconsider, and reverse the policy back to drought declarations and subsidise farmers.

ATTACHMENTS

Nil

7 COMMITTEE REPORTS**7.1 EUSTON PROGRESSIVE ADVISORY COMMITTEE - MONDAY 22 DECEMBER 2025**

File Number: D26.119172

Reporting Officer: Carol Holmes, Senior Executive Assistant

Responsible Officer: Terry Dodds PSM, Chief Executive Officer

OFFICER RECOMMENDATION

That Council;

- 1. Note the Minutes of the Euston Progressive Advisory Committee meeting held on Monday, 22 December 2025.**
- 2. Source quotes for town entry signs**
- 3. Investigates projecting images onto the water towers in Euston.**

REPORT

The Euston Progressive Advisory Committee (EPAC) held a meeting on Monday, 22 December 2025, at the Euston Club.

There were two 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 - December 2025** [↓](#) 

**MEETING MINUTES OF THE EUSTON PROGRESSIVE ADVISORY COMMITTEE
MEETING HELD ON 22nd December 2025**



6.	Agenda Items:
	<p>Upcoming Workshops for 2026: Town Entry signs New Notice Board & Local map Draft of Visitors Guide & Map pad Euston Eucalyptus oil</p> <p>Louie moves motion to get Quotes for Town Entry Signs, 2nd Teresa</p> <p>Lena moved motion for Council to investigate projecting images onto water towers in Euston, 2nd Phillip</p>
7.	Correspondence:
	Guy to email letters.
8.	Items Without Notice
	<p>Connie: Commented on how it was a pleasure to work the EPAC committee this year.</p> <p>Rusty: Sutton Refrigeration need to be paid by council (this was paid on the 18/12/25)</p> <p>Teresa: Happy to see progress happening in Euston.</p> <p>Kathy: Thanks to Connie for all her hard work this year.</p> <p>Guy: Thanks, Connie, for all her great work over the year, also Steve Leslie asked, can something be done at Berrett’s Park.</p> <p>Santina: Congratulations to the Balranald Shire Council on winning the Council Crown Land Management Excellence Award, well done.</p>
9.	MEETING CLOSED 7:10pm - Next Meeting – To be advised

7.2 STRENGTHENING COMMUNITY ACCESS INCLUSION & WELLBEING ADVISORY COMMITTEE MEETING HELD ON THURSDAY 22 JANUARY 2026

File Number: D26.119885

Reporting Officer: Carol Holmes, Senior Executive Assistant

Responsible Officer: Terry Dodds PSM, Chief Executive Officer

OFFICER RECOMMENDATION

That Council

- 1. Notes the Minutes of the Strengthening Community Access Inclusion & Wellbeing Advisory Committee (SCAIWAC) meeting held on Thursday, 22 January 2026;**
- 2. Approve SCAIWAC to design and price a canvas sign, a corflute sign and a photo square sign that includes the SCAIWAC logo, NSW State Government logo and Shire logo to the value of \$500; and**
- 3. Approve SCAIWAC to support engagement with White Ribbon and extended training dealing with domestic violence in the community for community engagement/participation.**

REPORT

The Strengthening Community Access Inclusion & Wellbeing Advisory Committee (**SCAIWAC**) held their meeting on Thursday, 22 January 2026, in the Council Chambers.

There were two additional recommendations as detailed above, other than the Minutes of SCAIWAC be received and noted.

ATTACHMENTS

- 1. Minutes - SCAIWAC - 22 January 2026** [↓](#) 

Minutes

Strengthening Community Access, Inclusion & Wellbeing Advisory Committee (SCAIWAC), 2025



Location: Balranald Shire Council Chambers, Market St

Start Time: 4.00-5:30 pm

Join teams Meeting

Meeting ID:

1. Acknowledgement of Country

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

2. Meeting Attendance

Apologies: Barb Gibson- Thorpe, Lyn Flanagan, Ben Johnstone

Present: Terry Dodds, Louie Zaffina, Hodi Beauliv, Kathleen Harris, Rachael Williams, Nat Lay, Michelle White, Alison Linnett, Emma Moore, Wendy Murphy, Tracy O'Halloran, Sue Balshaw

Present online:

3. Conflicts of Interest: NIL

4. Minutes of Sept meeting accurate: Moved: Sue Balshaw Seconded: Emma Moore Carried: Yes

5. Guest Speakers: we had ACLO (aboriginal community liaison officers) invited but were unable to attend. Kathleen will invite to next meeting

6. Correspondence / Connections of note –
Correspondence in –

7. Ongoing Initiatives Update: Kathleen

Tafe NSW Community initiative program: Kathleen arranged for a student catch up at the library 22/1/2026, 3 students were in attendance, also Rachael and Hodi were able to meet students and explain/support the following

- all 4 students will need to sign a formal contract agreement that includes a partnership of support from the SCAIWAC, Kathleen as the project officer (also a student)
- in the contract there will be an inclusion of a study initiative program payment on a term by term payment basis so that students can arrange a rental laptop, IT provision (payment of internet fees), stationary equipment, and if needed travel provision. Also to be included in this scholarship agreement will be in place that if a student no longer qualifies for a fee free place in their enrolment then they will be paid the fees on provision of an invoice from Tafe NSW.
- all the fees included in the scholarship payment and the provision of catering, venue hire, travel fees if needed for student learning needs and support are included and approved in the budget with the ORG (Office of Responsible Gambling) funding

Minutes

Strengthening Community Access, Inclusion & Wellbeing Advisory Committee (SCAIWAC), 2025



- the student catch up was a very positive meeting and gave each person an opportunity to ask any questions and make known of any concerns they might have with ongoing support and Tafe NSW learning.
 - kathleen will distribute the contract once finalised along with a supplier form to each student before the beginning of the Tafe NSW school term. (February 3rd)
- Comments-** Michelle suggested Jill Prowse as another Tafe NSW contact for students (Jill is based in Deniliquin and Michelle will forward through her contact details)

Community engagement Mental Health event options: Kathleen has reached out to the following

- Shedway- Carol Mudford- will touch base again with the team re dates, costings and options for community events
<https://shedway.org.au/> - Carol is the 2025 NSW & national recipient of the Rural Women's award. Shedway is a grassroots health promotion charity for suicide prevention and positive mental health in Australia's shearing industry.
- Warren Davies- The Unbreakable Farmer: Kathleen had a meeting with Warren to discuss community engagement opportunities and options, still waiting for costing and dates available from Warren
<https://www.theunbreakablefarmer.com.au/> -Warren Davies - The Unbreakable Farmer, is one of Australia's leading rural mental health speakers.
- Brenden Cullen- RFDS and lifeline ambassador for mental health- have not heard from Brendan, will touch base with again
<https://www.brendancullen.com.au/> - Brendan has become an Ambassador for Lifeline Regional SA & Far West NSW and a Champion for the Royal Flying Doctor Service South Eastern section We've Got Your Back initiative.

Comments- Michelle suggested Neville Brady as another option for community engagement. Senior citizens mental health was raised with the option to have a guest speaker come to the senior citizens event 10th March. Kathleen will do some research for this and present options to the SCAIWAC ASAP

Kathleen suggested that we book Shedway for the services dinner as a guest speaker. Dependant of costing presented to SCAIWAC for voting

Mental Health First Aid courses: feedback from Euston course delivered in 2025 was mixed, suggestions about venue have been taken on board and an alternative option within Euston will be looked at such as the school as a possible venue. A change of co-ordinator was also suggested- Kathleen will engage with RAMHP to deliver more in the Balranald LGA (Clare/Hatfield, Euston & Balranald)

Comments: Michelle suggested Lourene Liebenberg from Deni MAG as an option for delivery (Michelle will forward contact details). A need for youth mental health first aid is also provisioned in the budget, will find options for a provider and reach out to schools for staff and sports clubs for participation. Amanda Healy and or Anna Kilpatrick at Euston on school grounds.

Signage for SCAIWAC events: Kathleen asked for permission for the below recommendation

to design and price a canvas sign, a corflute sign and a photo square sign that includes the Strengthening Community Access, Inclusion and Wellbeing advisory Committee logo, NSW state Government logo and Shire logo to the value of \$500. Kathleen will cost with different

Minutes

Strengthening Community Access, Inclusion & Wellbeing Advisory Committee (SCAIWAC), 2025



suppliers including Zoe Griffiths to design and print these. Will present options to committee for approval.

Moved: Rachael Second: Michelle Carried: all in favour

8. Other business

Emma- Mari Ma are seeking EOI's for a Wellbeing Worker at our Balranald clinic. Awaiting clarification as to whether this is an identified position (meaning Aboriginal persons only can apply). Maari Ma also have engaged with a telehealth psychologist for patients moving forward. Emma will book the tentative date of 29th October 2026 for the services expo, meaning the Services Civic Dinner will be the 28th October.

Tracy- recommendations that the SCAIWAC look at booking in a guest speaker for the civic dinner (28th October) in advance and also to ensure security of payment of the ORG funding in case of a change of mental health funding support in NSW

Wendy- suggested that there is a lack of mental health support in the senior citizens population and asked what support the SCAIWAC could provide.

Comments- Hodi raised that Leah Gilbee is aware of these circumstances for aged people in the community and is looking at options that best support and connect our aged care residents.

Many suggestions made suggested that more opportunities for support be made available such as a high tea, morning tea in the park, a special luncheon, any opportunity for connection and gathering. Sue and Alison are members of the senior citizens group and noted that Committee has a budget for this work, They committed to following up with the President to check what might be done.

A suggestion that we canvas in the form of a survey to senior citizens for data and feedback collection of their concerns and needs within the community. This data can also be submitted to the legislative review below.

Michelle- a new person from CAMHS (child, adolescence and mental health services) is coming to Balranald.

Louie- have had positive feedback from the doctor re his role in the Balranald community.

Louie and council members visited hospital after storm damage to check in on behalf of the community, all active efforts are being made to fix the hospital in a timely manner.

As mayor Louie has consistently advocated to the federal minister of health and members of parliament for our health system

Louie suggested RFDS (royal flying doctor) representation be discussed at next meeting.

Kathleen will add this to the agenda.

9. Hodi- Kathleen will forward an email to the committee from Emma Cullen that relates to allied health services provided by Brighter Beginnings to the community.

It was suggested that we included Emma and the CEO of Far West Health Services be invited to both the civic dinner and services expo. Emma Cullen has expressed her interest in attending.

A save the date will be sent out prior so they can arrange this and also have the potential to connect to community services prior to discuss options of delivery in the community. Kathleen to invite Emma Cullen to next SCAIWAC meeting as a guest speaker.

Leah Gilbee will be leaving the SCAIWAC as she will be on another support group focusing on the health space within the community, Connie will rejoin SCAIWAC as a Council staff member.

Minutes

Strengthening Community Access, Inclusion & Wellbeing Advisory Committee (SCAIWAC), 2025



Kathleen raised the below link to Hodi in a prior meeting and it is recommended that with the issues that community are facing with Live Better that it would be supportive of our SCAIWAC members to send an email of their concerns/experiences to submit a response to the legislative review-

link to the Legislative Assembly Committee on Investment, Industry and Regional Development
<https://aus01.safelinks.protection.outlook.com/?url=https%3A%2F%2Fwww.parliament.nsw.gov.au%2Fcommittees%2Finquiries%2FPages%2Finquiry-details.aspx%3Fpk%3D3153%23tab-submissions&data=05%7C02%7Cprojectofficer%40balranald.nsw.gov.au%7Cb549a1229137446a16b308de5980a5be%7Caa98e9d3536742c2afbaca8b6711c70d%7C0%7C639046606252971221%7CUnknown%7CTWFpbGZsb3d8eyJFbXB0eU1hcGkiOnRydWU%3D%3D%7C0%7C%7C&sdata=9M%2FtYfHj7IsxIYc79ZIXNe1U4%2FIo7Dm1ScvkiO0S3bg%3D&reserved=0>

The Committee will look into issues such as:

- current performance measurements, accountability mechanisms, monitoring metrics, and reporting frameworks for services in regional NSW outsourced to third-party providers
- differences in government service delivery standards between metropolitan and regional areas
- options to improve monitoring, evaluation and reporting of the delivery of government funded services in regional NSW, with reference to the social justice and community sector
- the need to reform and develop legislative frameworks to improve government service delivery standards in regional NSW

To make a submission, which can be as simple as an email with a few lines about your own experience, please click on the above link to go to the webpage for information and where to direct your email.

Committee- will discuss Live Better concerns/issues at next meeting

Rachael- motion- that Rachael have permission to support engagement with White Ribbon and extended training dealing with domestic violence in the community for community engagement/participation.

Moved: Rachael seconded: Alison Carried: all in favour

10. Next Meeting: 26th February 2026
11. Items requiring escalation to council
12. Meeting closed: 5.50 PM

8 NOTICE OF MOTION

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 OPERATIONAL REVIEW AND LEASING STRATEGY - BALRANALD CARAVAN PARK**

File Number:	D25.117783
Author(s):	Terry Dodds PSM, Chief Executive Officer
Approver:	Terry Dodds PSM, Chief Executive Officer
Operational Plan Objective:	Pillar 3: Our Economy – A community that ensures a strong and resilient economy.

PURPOSE OF REPORT

To seek Council's endorsement to engage a suitably qualified business consultant to undertake an operational review and develop a commercial leasing strategy, in parallel to the review of the Plan of Management, for the Balranald Shire Council caravan park, with a view to establishing a future lease arrangement through an Expression of Interest (EOI) process.

OFFICER RECOMMENDATION

That Council:

1. Seek quotations from suitably qualified specialist consultants to undertake:
 - a) An operational and financial review of the Balranald Shire Council Caravan Park; and
 - b) The development of a commercial leasing and Expression of Interest (EOI) strategy.
2. Receive a further report once quotations are received, which will include timeframes and funding sources, noting that any future leasing of the caravan park will be subject to Council's further consideration.

REPORT

Balranald Shire Council is the trustee of a Council-owned caravan park located on Crown land in Balranald. The facility is an important community and tourism asset that contributes to visitor servicing and the local economy.

However, caravan park operations are not part of Council's core business. Council currently has limited staffing capacity, interoperability, or capital investment flexibility required to maximise the commercial and economic potential of the facility.

As a result, the park's performance is somewhat constrained by:

- Limited internal operational capacity.
- Restricted financial resources for upgrades and, to a lesser extent, marketing.
- Increasing compliance and maintenance obligations.
- Growing competition from privately operated facilities in comparable regional locations.

Given these constraints, the Administration is requesting a mandate to seek expert advice to objectively assess the caravan park's market potential and to develop a clear pathway for potential leasing to a private operator. (Subject to Ministerial consent.)

DISCUSSION

a) Need for an Independent Review

An independent business consultant is required to:

- Provide an objective assessment of operational and financial performance.
- Benchmark the park against comparable regional facilities.
- Identify latent commercial and tourism potential.
- Assess whether Council's continued direct operation represents the best use of public resources.

b) Leasing as a Strategic Option

Leasing the caravan park to a suitably qualified private operator has the potential to:

- Transfer day-to-day operational and commercial risk away from the Council.
- Attract much-needed private capital investment into the facility.
- Improve service standards, marketing reach, and visitor experience.
- Stimulate increased visitation and flow-on economic benefits to the community.
- Provide a stable revenue stream to the Council through a lease arrangement.

c) Scope of Consultant Engagement

The consultant will be required to:

- Review current operations, staffing, financial performance, and compliance.
- Assess site suitability, location advantages, and market positioning.
- Review the Council's ongoing operational capacity and risk exposure.
- Develop commercial leasing options and recommended lease structures.
- Identify practical improvement actions the Council could undertake to enhance future success.
- Develop a clear EOI and market engagement strategy.

FINANCIAL IMPLICATION

The estimated cost of the consultancy is unknown, with a further report once identified to be provided to the Council, including budget, timelines, and expected outcome.

(Note: This will need to be reported to ARIC to comply with the PIO.)

This one-off investment is intended to support informed decision-making and improve long-term revenue and economic outcomes.

No commitment to lease the caravan park is implied by this report. Any future lease proposal will be subject to a separate Council report, post liaison with, and condoning of actions by Crown Lands.

LEGISLATIVE IMPLICATION

The caravan park is located on Crown land and is subject to the Crown Land Management Act 2016.

Any future lease will require compliance with NSW Crown Land leasing requirements and Ministerial consent where applicable.

Procurement of consultancy services will be undertaken in accordance with the Council's Procurement Policy.

POLICY IMPLICATION

This proposal aligns with the Council's:

- Economic Development objectives.
- Long-Term Financial Plan.
- Community Strategic Plan related to tourism and regional growth.
- Asset Management Strategy focused on the sustainable operation of community assets.

RISK RATING

Key risks to be managed through this process include:

- Market interest risk.
- Regulatory approval risk.
- Financial viability risk.
- Community expectations around affordability and access.
- Flooding and climate exposure.

These risks will be explicitly assessed as part of the consultancy.

CONCLUSION

The engagement of an independent consultant will provide Council with a robust, evidence-based foundation to determine the most appropriate long-term operating model for the Balranald Shire Council caravan park. This approach ensures prudent financial governance, supports economic development, and reduces ongoing operational risk to Council.

ATTACHMENTS

1. **RFQ Operational Review and Leasing Strategy - Balranald Shire Council Caravan Park**



REQUEST FOR QUOTATION (RFQ) NUMBER XXXXX**Operational Review and Leasing Strategy – Balranald Shire Council Caravan Park****1. INVITATION**

Balranald Shire Council invites suitably qualified and experienced consultants to submit a quotation to undertake an operational review and develop a commercial leasing and EOI strategy for the Balranald Shire Council Caravan Park.

2. BACKGROUND

The Caravan Park is located on Crown land within Balranald township and is currently operated by Council. Council is seeking to assess:

- Current operational and financial performance.
- Market positioning and commercial potential.
- The feasibility of transitioning to a leased operating model.

3. SCOPE OF WORK**3.1 Operational Review**

- Review of staffing, maintenance, compliance and service delivery model.
- Analysis of occupancy, pricing, revenue and operating costs.
- Review of regulatory and Crown land obligations.

3.2 Market and Location Assessment

- Assessment of site constraints and advantages.
- Market benchmarking against comparable regional caravan parks.
- Regional tourism demand and growth trends.

3.3 Capacity and Risk Assessment

- Assessment of Council's operational capacity and future risk exposure.

3.4 Leasing and Commercial Strategy

- Commercial feasibility of leasing.
- Recommended lease structures and financial models.
- Risk allocation framework.

3.5 Improvement and Investment Opportunities

- Identification of practical improvement actions the Council could implement.
- High-level cost-benefit considerations.

3.6 EOI and Market Engagement Strategy

- Target operator profile.
- Recommended EOI framework and evaluation methodology.
- Risk and probity considerations.

4. DELIVERABLES

- Operational and Commercial Review Report
- Leasing and Market Feasibility Assessment
- Improvement and Investment Options Paper
- EOI and Leasing Strategy Framework
- Executive Summary for Council

5. TIMEFRAME

The consultancy is expected to be completed within 8–12 weeks from the appointment.

6. QUOTATION REQUIREMENTS

Quotations must include:

- Company profile and relevant experience in tourism, caravan parks, or asset commercialisation.
- Key personnel and their experience.
- Proposed methodology and work program.
- Project timeframe.
- Lump sum fee (inclusive of GST).
- At least two recent referees.

7. EVALUATION CRITERIA

Submissions will be assessed against:

- Relevant experience and demonstrated capability.
- Understanding of scope and methodology.
- Value for money.
- Project team qualifications.
- Local government/Crown Land experience (desirable).

8. CONDITIONS

- Council is not bound to accept the lowest or any quotation.
- All costs associated with submissions are at the respondent's expense.
- Engagement will be governed by the Council's standard consultancy contract.

9. LODGEMENT DETAILS

Submissions must be lodged via the Vendor Panel Portal:

Closing Date: xxxx

Enquiries: Hodi Beauliv
Ph: 0408 337 439
hbeauliv@balranald.nsw.gov.au

10.2 SOUTHERN CROSS MUSEUM - OPTIONS

File Number:	D25.118449
Author(s):	Terry Dodds PSM, Chief Executive Officer
Approver:	Terry Dodds PSM, Chief Executive Officer
Operational Plan Objective:	Pillar 5: Our Infrastructure – A community that maintains and strengthens its natural and built environment.

PURPOSE OF REPORT

The purpose of this report is to seek Council endorsement to complete a Pre-Feasibility Study for the Southern Cross Museum, located at 118 Market Street, Balranald.

OFFICER RECOMMENDATION

That Council:

1. Advocates to Heritage NSW to seek funding pathways, or advice, to enable the council to undertake a *Strategic Heritage Planning and Pre-Feasibility Study* for the Southern Cross Museum, located at 118 Market Street, Balranald. (Grant-ready.)
2. Confirms that the purpose of the proposed project is to:
 - Assess options to protect and enhance the heritage significance of the Southern Cross Museum artifacts/displays/visitation
 - Address long-term sustainability, accessibility, and operational risks associated with the existing volunteer-led operating model and location
 - Establish a robust evidence base to inform any future conservation, operational models, redevelopment, or relocation decisions.
3. Once information is obtained, the Council receive a further report.

BACKGROUND

The Southern Cross Museum is a valued local heritage and tourism asset within the Balranald Shire Council area. It interprets Australian aviation history, particularly the legacy of Sir Charles Kingsford Smith, alongside the social, industrial, and transport history of Balranald and the wider region.

The museum is currently operated by volunteers and relies heavily on a small, ageing cohort of community members. While this volunteer stewardship is a strength and a key part of the museum's heritage value, it also presents long-term sustainability risks.

In addition, the existing building presents constraints relating to collection conservation, visitor experience, and operational efficiency; in particular, being included in an asset management plan (sinking fund).

It has been mooted that there could be a potential opportunity to future-proof the museum as part of a broader cultural or visitor precinct; however, no formal feasibility or heritage planning work has been undertaken to date.

PROPOSAL

It is proposed that Council advocate for financial assistance through Heritage NSW to undertake a Strategic Heritage Planning and Pre-Feasibility Study.

The study would:

- Confirm and document the museum's heritage significance.
- Identify heritage constraints and opportunities.
- Assess the suitability of the current site.
- Develop and evaluate future options, including 'do nothing', upgrade, alter the operational model, or relocate scenarios
- Provide high-level cost, risk, and governance assessments
- Recommend a preferred pathway for Council's further consideration.

The study would not commit Council to any capital works but would provide the necessary evidence base to inform future decisions and funding applications.

FINANCIAL IMPLICATION

The Heritage NSW grant program typically requires a Council contribution through a combination of cash and in-kind support.

At this stage:

- The total project cost is unable to be estimated, as none of the four options has been determined.
- There is no budget allocation.

Notes:

- No financial commitment will be made unless the grant application is successful, and Council's contribution and budget source can be confirmed.
- Council has obligations through the Office of Local Government Performance Improvement Orders 1, 5, 7, and 26:
 - Long-Term Financial Plan (LTFP) must align with the Asset Management Plan (AMP)
 - Council must engage with Audit Risk and Improvement Committee (ARIC) on 'any significant changes' to Council's priorities and direction, and take into account any recommendations
 - Council must publicly document the impact of all Council resolutions on the Long-Term Financial Plan
 - LTFP must be prepared for the Visitors Information Centre (which, by association, if the Museum is moved, will form part of a revised LTFP for the VIC)

LEGISLATIVE IMPLICATION

N/A

POLICY IMPLICATION

The proposal aligns with the Council's strategic objectives, either explicitly or implicitly, relating to:

- Preservation and celebration of local heritage
- Community wellbeing and social cohesion
- Tourism development and economic diversification
- Responsible for asset and risk management.

The project also aligns with Heritage NSW objectives by supporting best-practice heritage planning and ensuring culturally significant places in rural and remote NSW are sustainably managed.

RISK RATING

Risk	Mitigation
Loss of heritage value through inaction	Proactive strategic planning
Volunteer attrition	Inclusion of governance and operating model review
Financial exposure	No capital commitment at this stage
Reputational risk	Transparent, heritage-compliant process

The proposed study reduces long-term risk by enabling informed decision-making.

COMMUNITY AND STAKEHOLDER ENGAGEMENT

Key stakeholders, including museum volunteers and relevant community representatives, will be consulted as part of the study. Their involvement is critical to maintaining the social and cultural integrity of the museum.



Pictured are Col Jacka and Vic Pope, the two knowledgeable men behind the Southern Cross Museum in Balranald. Photo: The Riverine Grazer/Kimberly Graham.

CONCLUSION

The Southern Cross Museum is an important heritage and community asset for the Balranald Shire. Completing a strategic heritage planning and pre-feasibility study will enable Council to responsibly plan for its future, protect its heritage values, and support long-term sustainability by assessing funding pathways and future operational models.

Council endorsement of the grant application is recommended.

REFERENCES

<https://www.destinationsjourney.com/balranald-southern-cross-museum-new-south-wales-australia/>

<https://arr.news/2024/11/18/col-jacka-and-vic-pope-the-men-of-southern-cross-museum-and-balranalds-best-assets/>

https://www.tripadvisor.com.au/Attraction_Review-g504235-d15135410-Reviews-Balranald_Southern_Cross-Balranald_New_South_Wales.html

<https://discoverbalranald.com/heritage-culture?>

ATTACHMENTS

1. **Australia Day Winners 2022**  

2. Kingsford Smith Workshop paper [!\[\]\(ff2c2c08b3b577a5513b4dac22a0a040_img.jpg\)](#) [!\[\]\(db3b46e991ec209079c9739f3e2d9d2e_img.jpg\)](#)

Winners for Australia Day 2022 in Balranald Shire

SPECIAL ACHIEVEMENT AWARDS

Colin Jacka, Peter Barrett and Vic Pope (Southern Cross Museum)

These three men front the Balranald Southern Cross Museum seven days a week from 10am to 2pm. They have done this since 2015 when the museum was opened to the public. Locally it is known as the Aeroplane Shed.

It all started in 2014 when Col's son Paul asked his Dad if he would be interested in purchasing the Southern Cross Replica Plane which was built for Channel 7 mini series "A Thousand Skies" a story about Sir Charles Kingsford-Smith. Col took Paul up on the offer and the Southern Cross Exhibition was born.

The Army came on board and paid to freight the plane from Okey Queensland to Balranald with the help of Neil Daley. Then came the painstaking task of restoration of the plane which took quite some time. Not long after that the opportunity arose to purchase the Lady Southern Cross from the National Australian Air Museum Melbourne and she sits proudly beside the Southern Cross in the Shed.

The Shed was built by well known identity Ralph Wood who was a pioneer in the transport industry. Ralph was a man born before his time and the Shed hosts heaps of history and memorabilia in his honour.

Another identity on show in the Museum is Ray Parar who was the first person to fly a single engine aircraft from England to Australia also a history in Balranald where he co-owned a café with his brother. Again the shed houses an extensive history on Ray Parar partly in thanks to David and Bredan Coates, Frank Old, Stephen Blore and Michael Spinks.

There are many more items on show far too many to speak about. The guys have a very generous benefactor who purchased the shed for them to keep this wonderful collection safe in our town.

They raise funds by giving guided tours of the museum and let me tell you they are extremely well versed in the history of Sir Charles Kingsford-Smith, Ray Parar and Ralph Wood, well worth the \$5 fee.

They also collect bottles and cans from local people around town and sell them to bring much needed funds and run a raffle every now and then.

Justin Griffiths

Justin is the President of the Balranald Motorcycle Club where he has held this position for a number of years. Justin spends countless hours at the club preparing the track for race and training days so that competitors can have a good and safe track to race on. Preparing the track before race day usually starts one week before race day this means he is out every night after work watering the track and ploughing the track so it is in good condition.

Justin is also a Committee Member of the Balranald Football Club where he helps out around the club, cleaning the big shed before Thursday night training or matchdays.

He is also on the Junior Football Club Committee where he is an Auskick Co-Ordinator.

He is also on the Committee of the Balranald Swimming Club and he volunteers his time for whenever he is needed.

He also volunteers his time helping the Joseph's P&F doing fundraisers or helping set up and pack up after the school fete.

Tom Lister

Tom was born in 1991 and went to St Joseph's School in Balranald for his primary schooling.

He attended MacKillop School in Swan Hill for the first two years of his secondary school and completed secondary schooling at Balranald Central School. He left in Year 10.

Tom has had a passion for cricket all his life. With his obsession and love of Euston and Robinvale community members, Tom decided the kids in Euston and Robinvale were missing out so with the assistance of some others he rallied around and resurrected the Euston/Robinvale Cricket Team, back to not only playing, but they won 3 out of the first four rounds. The Club is currently sitting equal first on the ladder.

Tom single handed inspired the resurrection of the Robinvale Euston Rangers Cricket Club and brought a cricket team to represent Robinvale/Euston townships.

Tom being President of this Club, young and enthusiastic with lots of love and passion for cricket and kids and cricket lovers of Euston/Robinvale, this Club with go on for many years.

COMMUNITY EVENT OF THE YEAR - The Homebush Recreation Club Inc

I wish to nominate The Homebush Recreation Club Inc 2021 Rodeo for the 2022 Awards.

The Homebush Executive Committee Mr Phillip Pippin (President), Mrs Alison Linnett (Secretary) and Mrs Sandy Pippin (Treasurer) along with the Committee had planned to hold a rodeo in April 2020 but due to the Covid crisis the rodeo was postponed until April 24, 2021.

The Committee continued with the planning for a rodeo on 24th April, 2021, keeping in mind that the event may have to be postponed again. It was decided that a meeting would be held on the 26th March, 2021 for the final decision as to whether the Committee would be able to hold the rodeo. This was just 4 weeks before the rodeo.

At the Committee meeting held on 26th March, 2021 it was agreed to keep going with the planning for the rodeo and hope for the best. The Committee along with many volunteers worked very hard on the organization and work took place to ready the Homebush Creation Reserve ground for the rodeo.

The Homebush Recreation Club Inc Rodeo was held on 24th April, 2021. The crowd attendance was 2000 people. The rodeo was the first major event held in Balranald for some time. The feedback was very positive. It was wonderful to see so many people in one place having a good time. Local business reported that it had an increase in business.

The Committee aim, apart from holding a rodeo, was to support local business and hold an event that the community could gather together.

SPORTING TEAMS OF THE YEAR- Balranald Football/Netball Club A Grade Netball and Balranald Football/Netball Club Under 18's Netball

The Teams were nominated by the Balranald Football Netball Club

A Grade

Jess Parry
Elli-Jane Brougham
Madison Jess
Taylin Barry
Stevie Bibby
Hannah Morton
Bonnie Jolliffe
Bree Hodgson
Ella Mitchenson

Under 18's

Hannah Morton
Lauren Jess
Bonnie Jolliffe
Molly Helgeland
Macey Lloyd
Bree Hodgson
Tegan Bruton

Both teams were Minor Premiers for 2021 in the Central Murray League. Covid stopped play in August 2021. Both teams trained and became a very strong group. They are so hard to separate.

Congratulations to the A Grade & U18's Netball Teams

YOUNG SPORTSPERSON OF THE YEAR

This year the Executive of Chairs has chosen to have a Young Sports person of the Year from both Balranald and Euston.

YOUNG SPORTSPERSON OF THE YEAR (Balranald)

– Grace Morton

Grace was awarded the Best and Fairest of the Under 16's netball for Central Murray League. She is also won the Under 16's Best and Fairest for the Balranald Football Netball Club and the LV Bodinnar Award.

Grace has many netball awards and she also represented Central Murray in the Interleague this year.

Grace has had a fantastic year, winning the 16's league award and still being able to represent at Under 14's level.

YOUNG SPORTSPERSON OF THE YEAR (Euston)

– Matt Phajongdee

Mathew has proven himself to be an outstanding sports person. He was the Year 11 Old Champion in Swimming and Athletics and represented the Barrier Region at the PSSA State Swimming Carnival at Homebush, Sydney.

SPORTSPERSON OF THE YEAR – Jess Parry

Jess is the A Grade and Under 18's netball Coach and also the Junior Development Co-ordinator for the Balranald Football Netball Club.

Jess was awarded Central Murray Coach of the Year and the A Grade Best and Fairest for Central Murray.

Jess is the A Grade and 18's netball Coach and also the Junior Development Co-ordinator for the Balranald Football Netball Club. Season 2021 was a stop/start year due to Covid, but Jess kept all players keen and focused and fit to get to where they wanted to be on top of the ladder at the end of the season. A Grade netballers made history this year, as ladder leaders this has not been the case for the Roos in about 30 years.

The 18's side remained undefeated for the season. All these players were guided by Jess.

Jess was awarded Central Murray Coach of the Year and the A Grade Best and Fairest for Central Murray which is a massive achievement.

YOUNG CITIZEN OF THE YEAR

This year the Executive of Chairs has chosen to have a Young Citizen of the Year from both Balranald and Euston.

YOUNG CITIZEN OF THE YEAR (Balranald)

– Jackson Bialobrzewski

Jackson has for the past 4 years acted as Junior Mayor selflessly giving his time to run activities for the youth of the local community including Discos, Activity Days, Movie Nights etc. In his role I have watched him grow into a fine young man with an ability to co-ordinate events, manage money and time skills, all to give back to his community. He is a very worthy recipient.

YOUNG CITIZEN OF THE YEAR (Euston)

– Isla Taylor

Public School since kindergarten. She has proven herself to be a capable sportsperson and leading citizen at Euston Public School.

During 2021 Isla has worked diligently as a school leader in her position as School Captain. She has completely run afternoon student assemblies and reliably run the school bell throughout the school year to signal school break times.

As a school leader, Isla performed admirably in the student led Euston ANZAC Service. Along with her fellow leaders, she led the march, spoke in front of the crowd and laid the wreath. As School Captain she attended the Robinvale Remembrance Day to represent the school.

Isla was one of the hosts running the School Presentation Day, introducing teachers and presenters. Isla was awarded the Maths and Science Prize, Balranald Shire Literary Award and the Euston Club Scholarship.

Isla is an exceptional sportsperson. After winning Senior School Champion at the Euston Swimming Carnival, Isla was a representative at the Murray Darling Carnival where she achieved third place in the Open 100m Freestyle and Senior Girls 33m Breaststroke.

Isla is the Euston Public School Senior Girl Cross Country Champion. She then completed very well to win 3rd place in the Murray Darling Cross Country.

Isla is the Euston Public School Senior Girl Athletics Champion, qualifying for the Murray Darling Carnival which unfortunately had to be cancelled due to the Covid Lockdown.

Isla is a highly competitive netball player. In both 2020 & 2021 she tried out and was selected for the Barrier Netball team to compete at the PSSA Carnival. Disappointingly both were cancelled due to Covid restrictions. Isla plays for the Merbein Football & Netball Club and was Runner-up Best & Fairest in U/13

Division 1. Isla represented Sunraysia Football Netball in the U13 division at a number of carnivals.

CITIZEN OF THE YEAR - Jan Lawler.

Instrumental in founding "Meals on Wheels" for Balranald in the late 1970's to provide delivered meals to the aged and infirm in their homes.

Member of the St Joseph's Parents & Friends in the 1980's supporting the school community.

In the 1980's part of the community that started the Balranald Pony Club and helped set up the wonderful facility that it is today. She was Secretary and DC interchangeably for the next 15 years, teaching and inspiring young riders to State, National and International level competition, never forgetting the needs of the not so competitive members. After a few years of well earned break, she is currently back at Balranald Pony Club bringing on the next generation of horsemen and women.

Inaugural Member of the CanAssist Balranald Branch and continues to help raise funds for local people affected by cancer.

Inaugural Member of Balranald Inc and part of many projects to promote and better the general community of Balranald.

Jan has drawn and painted from a very young age and after leaving Adelaide in 1967 to pursue a position as a Governess on "Tasman" Station near Ivanhoe NSW she continued with her passion in the arts, eventually settling in Balranald with husband Peter and raising three daughters.

Jan was fortunate to receive tuition from renowned artists Peter Wegner (Winner of the Archibald in 2021), Val Balmain, Bill Beasley, Ross Paterson & Lance and Jan McNeill. All exceptional Australian artists who encouraged Jan as they could see her gifted artistic skills.

For 38 years she was part of a group of very talented artists "The Painters on the Plains" who met twice a year for a weeks retreat at "Abbotsford" Station, Ivanhoe, producing spectacular works of art. Her love of the Outback, wildlife and it's characters certainly shows in many of her paintings.

Jan exhibited and won many major awards throughout Australia including Victor Harbour SA (1990 & 2000), Camberwell Melbourne, Mansfield, Wangaratta, Bright, Tumut, Kerang, Deniliquin, Mildura, Corowa, Corriang and Goondiwindi. Also an exhibition of her works was shown in Kew in Melbourne and was a great success.

As a founding Member in 1980 she helped to set up the Balranald Community Arts and Craft Inc "The Gallery" and was actively involved in the restoration of the building (Masonic Hall est 1880). For many years Jan held the position of

President and is currently the Co-Ordinator of exhibitions and workshops, sourcing talented artists, tutors, judges and sponsors with great success. The Gallery now holds a collection of over thirty permanent pieces of art, which was acquired from the annual art exhibitions held over the last 41 years. These paintings are sponsored by the Balranald Shire Councils "Acquisitive Best in Show" to the value of \$2,000 prize money. They now take pride of place at the Gallery along with twenty donated paintings for all the community and tourists to admire seven days a week. For many years, Jan was on the Balranald Shire Council sub-committee for Art & Culture, her input was invaluable.

The Gallery has held "The Bal-Archies" Portrait Exhibition in conjunction with the "5 Rivers Outback Festival" of which Jan is a committee member ever since it's inception attracting over 150 entries in paintings, photography, sculpture & print, which is an enormous task for her to co-ordinate. Jan's enthusiasm and passion in this role certainly puts "The Gallery" on the map encouraging many visitors and tourists not only to "The Gallery" but to own town and area.

She was also on the Board of South West Arts Deniliquin for many years, establishing travelling exhibitions to Balranald such as the world renowned "Anne Frank Exhibitions" I & II, "Faces of the South West", "David Malin Night Sky" photography exhibition, "Threads of our Community – Fibre Art" exhibition and many more. This involved lots of hours of travel and time to bring these great events to Balranald for all the community to enjoy.

Recently, Jan was commissioned by the NSW Government's Saving Our Species Program to exhibit a painting for the "Plains Wanderer Art Exhibition" in Deniliquin. Her painting was much admired by the general public when it also went on tour to Hay and Echuca.

Lately, Jan has created an after school program at "The Gallery" called "Kids Korner" for children to engage in art and craft activities. She believes that art and culture is a very important component for their development and is keen to foster their interest in these areas. Kids Korner is very popular with local children.

Over the last 41 years Jan has done an amazing job as an active and enthusiastic member of not only the Balranald Arts and Crafts Inc., but she has contributed so much to the wider community and would be very worthy of an Australia Day Award.

SOUTHERN CROSS MUSEUM WORKSHOP 29
JANUARY 2026



Terry Dodds PSM

23/12/25

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Southern Cross Museum Workshop

History of the Southern Cross Museum, Balranald

Origins and Establishment

The Southern Cross Museum, commonly known locally as *The Shed*, was opened to the public in 2015 by a group of dedicated volunteers, including Colin (Col) Jacka, Peter Barrett and Vic Pope, who have been central to its operation ever since. [Balranald Shire Council](#)

The museum began with a full-scale replica of the *Southern Cross*, the historic Fokker F.VIIb 3m aircraft flown by Sir Charles Kingsford Smith, which became the central exhibit. The replica originally had been built in the 1980s for the Channel 7 television miniseries *A Thousand Skies*, a dramatisation of Kingsford Smith's life and aviation achievements.

Col Jacka's son, Paul Jacka, was instrumental in acquiring this replica after discovering it was being stored by the Australian Army in Oakey, Queensland. The Army provided support to transport the aircraft to Balranald.

Expansion of the Collection

Following the arrival of the *Southern Cross* replica, the museum expanded its collection to include a replica of the Lady Southern Cross, the aircraft in which Kingsford Smith and his co-pilot disappeared during an air race in 1935. This addition occurred in 2017, further strengthening the museum's aviation focus.

The building housing the museum had various previous uses — it was once a Ford garage and later a trucking depot — before being repurposed as a heritage museum space.

What the Museum Celebrates

While the aviation theme — especially Kingsford Smith's achievements — is its hallmark, the museum also presents broader aspects of local history and heritage. Exhibits include:

- Replicas and stories associated with the *Southern Cross* and *Lady Southern Cross* aircraft.
- Displays on early transport and mechanical history in the region.
- Regional artefacts, vintage vehicles, machinery and memorabilia reflecting life in and around Balranald before modernisation.

Volunteers guide visitors through these exhibits and recount the narrative of both Australian aviation history and regional heritage, making the museum a richer experience than a simple static display.

Community Role and Cultural Significance

- The Southern Cross Museum serves as an accessible, volunteer-run cultural attraction in Balranald that:
- Draws tourists travelling along major routes across NSW and between Adelaide and Sydney.
- Offers local storytelling and interpretation, preserving memories and experiences that might otherwise be lost.
- Provides a community gathering place and learning environment for visitors of all ages.
- The museum is regularly open to visitors (typically daily between 10 a.m. and 2 p.m., supported by volunteers) and usually operates on a donation basis rather than charging formal entry fees.

Volunteer-Led Operation and Sustainability Issues

- For many years, the museum's operation has relied heavily on a small cohort of passionate volunteers, often senior local identities such as Col Jacka and Vic Pope, whose storytelling expertise forms part of the museum's appeal. Australian Rural & Regional News
- Because the operation is volunteer-dependent, and given the ageing profile of these key individuals, there is a recognised long-term risk to sustainability unless strategies are developed to attract new volunteers or alternative operating models are explored.

This is part of the strategic context for considering all options and the imprimatur for calling this workshop: do nothing, relocate, redevelop, or adopt a different operational model.

Part A — Pre-Feasibility Study: Matters to Be Investigated

The purpose of the pre-feasibility study is to determine whether relocation and redevelopment of the Southern Cross Museum to the Discovery Centre site is *strategically justified, viable, and deliverable*, prior to any commitment of capital funding.

1. Strategic Alignment

- Alignment with Balranald Shire Council:
 - Community Strategic Plan

- Delivery Program and Operational Plan
- Cultural, heritage, tourism, and economic development objectives
- Alignment with regional tourism strategies (Riverina / Murray / Outback NSW)
- Contribution to placemaking, visitation, and length-of-stay outcomes
- Relationship to the Balranald Discovery Centre's current and future role

2. Problem Definition and Need

- Current operational risks:
 - Reliance on an ageing volunteer base
 - Succession and sustainability challenges
- Limitations of the existing Southern Cross Museum building:
 - Accessibility (DDA compliance)
 - Climate control and collection preservation
 - Spatial constraints
 - Security
 - Operational efficiency
- Consequences of “do nothing” option

3. Options Identification

At a minimum, the study should consider:

- Option 1: Do nothing (status quo)
- Option 2: Upgrade/refurbish existing museum at 118 Market Street
- Option 3: Partial relocation or co-location model
- Option 4: Purpose-built new museum facility at the Discovery Centre site
- Option 5: Integrated cultural precinct model (museum + visitor services + digital interpretation)

4. Site and Planning Considerations

- Discovery Centre site suitability:
 - Land tenure and ownership
 - Zoning and permissibility
 - Flooding and environmental constraints
 - Site access, parking, and pedestrian connectivity
- Heritage impacts and approvals (if applicable)
- Utilities and servicing capacity
- Relationship to surrounding uses in Market Street

5. Functional and Spatial Requirements

- Collection display areas (permanent and temporary exhibitions)
- Collection storage and conservation requirements
- Volunteer and staff workspaces
- Public amenities (toilets, seating, accessibility)
- Education and community use spaces
- Back-of-house functions
- Integration with Discovery Centre operations
- Capacity for future expansion

6. Governance and Operating Model

- Future governance structure:
 - Council-managed
 - Volunteer-managed with Council support
 - Hybrid or partnership model
- Role of volunteers versus paid staff
- Management accountability and reporting
- Risk management and compliance obligations

7. Workforce and Volunteer Sustainability

- Volunteer attraction, retention, and succession strategies
- Skills required (curatorial, customer service, digital engagement)
- Potential need for paid roles or shared staffing with Discovery Centre
- Training and compliance obligations

8. Financial Analysis

- High-level capital cost estimates (order-of-magnitude)
- Operating cost implications:
 - Staffing
 - Utilities
 - Maintenance
 - Insurance
- Revenue opportunities:
 - Admissions
 - Retail/merchandise
 - Events and education programs
 - Grants and sponsorships
- Whole-of-life cost considerations
- Council affordability and funding pathways

9. Funding Opportunities

- State and Commonwealth grants (arts, culture, tourism, regional development)
- Philanthropic and trust funding
- Partnerships with historical societies or institutions
- Staging and funding triggers

10. Visitor Experience and Tourism Impact

- Target markets (tourists, schools, locals)
- Interpretive approach (traditional, interactive, digital)
- Linkages with other attractions (river, heritage, Discovery Centre)
- Estimated uplift in visitation and economic benefit

11. Risk Assessment

- Strategic risks
- Financial risks
- Operational risks
- Volunteer attrition risks
- Reputational risks
- Project delivery risks

12. Stakeholder Engagement

- Museum volunteers
- Local historical societies
- Community representatives
- Tourism operators
- Traditional Owners (where relevant)
- Funding agencies

13. Implementation Considerations

- Staging and timing
- Approvals pathway
- Procurement strategy
- Indicative program timeline
- Decision gateways

Part B — Draft Project Scope (Pre-Feasibility Study)

Project Title

Southern Cross Museum Pre-Feasibility Study

Client

Balranald Shire Council

Project Background

The Southern Cross Museum is a valued cultural and historical asset within Balranald Shire, showcasing the region's rich heritage and contributing to local tourism. The museum is currently operated by volunteers, many of whom are ageing, creating a long-term sustainability risk. Council has identified a potential opportunity to relocate the museum to a new, purpose-built facility at the Discovery Centre site on Market Street, Balranald. Prior to any capital commitment, Council seeks to undertake a pre-feasibility study.

Project Objectives

- Assess the strategic justification for relocation and redevelopment of the Southern Cross Museum.
- Identify and evaluate viable options for the museum's future.
- Determine high-level costs, benefits, risks, and funding pathways.
- Provide Council with sufficient information to make an informed decision on whether to proceed to a full feasibility and business case.

Scope of Services

The consultant will be required to:

Context and Strategic Review

- Review relevant Council strategies, plans, and policies.
- Confirm alignment with regional tourism and cultural strategies.

Needs and Gap Analysis

- Assess current museum operations, facilities, and risks.
- Identify future needs relating to collections, visitors, and operations.

Options Development and Assessment

- Develop a range of realistic options, including a 'do nothing' option.

- Assess each option against agreed criteria (strategic fit, cost, risk, deliverability).

Site and Planning Assessment

- Undertake a high-level assessment of the Discovery Centre site constraints and opportunities.
- Identify planning, heritage, and environmental considerations.

Conceptual Functional Brief

- Prepare a high-level functional and spatial brief for a potential new facility.

High-Level Financial Assessment

- Provide order-of-magnitude capital and operating cost estimates.
- Identify potential revenue streams and funding sources.

Governance and Operating Model Review

- Assess future management and operating models.
- Consider volunteer sustainability and workforce requirements.

Risk Assessment

- Identify key risks and mitigation strategies.

Stakeholder Engagement

- Undertake targeted consultation with key stakeholders, including museum volunteers.

Implementation Pathway

- Outline next steps, decision points, and indicative timelines.

Deliverables

- Pre-Feasibility Study Report, including:
 - Executive summary
 - Options analysis
 - High-level cost estimates
 - Risks and opportunities
 - Recommended pathway
- Presentation to Council staff and/or elected Council (if required)

Exclusions

- Detailed architectural design
- Quantity surveying beyond high-level estimates
- Full business case or economic impact modelling (unless separately commissioned)

Indicative Timeframe

- 8–12 weeks from commencement (subject to Resolution)

Governance and Reporting

- Project sponsor: Balranald Shire Council
- Project manager: Council-appointed officer
- Regular progress reporting at agreed milestones

Part C - Heritage Justification

Southern Cross Museum

118 Market Street, Balranald NSW
Balranald Shire Council

Alignment with NSW Heritage Office Criteria

This heritage justification addresses the NSW Heritage Office criteria (a–g), as outlined in *Assessing Heritage Significance* (Heritage NSW).

Criterion (a): Historical Significance

An item is important in the course, or pattern, of NSW's cultural or natural history.

The Southern Cross Museum is historically significant for its association with key themes in Australian and New South Wales history, particularly early aviation and regional transport networks.

The museum's principal exhibits:

- Full-scale replicas of the *Southern Cross* and *Lady Southern Cross* aircraft: commemorate the pioneering aviation achievements of Sir Charles Kingsford Smith, whose flights were instrumental in connecting regional and remote Australia to national and international transport systems during the early 20th

century. These achievements form part of the broader narrative of NSW's development, exploration, and technological progress.

In addition, the museum documents the local history of Balranald and the surrounding district, including transport, industry, and daily life, reflecting the evolution of a rural service centre within NSW's riverine and pastoral economy.

Criterion (b): Associative Significance

An item has a strong or special association with the life or works of a person, or group of persons, of importance in NSW's cultural or natural history.

The museum has a strong associative link with Sir Charles Kingsford Smith, one of Australia's most significant aviation pioneers, whose legacy is nationally recognised. While Balranald was not a primary base of operations, the museum contextualises the town within the broader network of regional aviation history that supported early national connectivity.

The museum also holds associative significance through the sustained contribution of local volunteers who established, curated, and continue to operate the facility. Their long-term involvement represents an important chapter in community-led heritage preservation within rural NSW.

Criterion (c): Aesthetic Significance

An item is important in demonstrating aesthetic characteristics and/or a high degree of creative or technical achievement in NSW.

The aircraft replicas displayed within the Southern Cross Museum possess aesthetic and technical significance due to their scale, craftsmanship, and visual impact. The presence of full-size aircraft within a regional museum setting provides a distinctive and immersive visitor experience that is uncommon in rural NSW.

(Draft, depending on the councillor's direction.) The adaptive reuse of the former industrial building contributes to the museum's character, reinforcing themes of mechanical ingenuity, transport, and working heritage.

Criterion (d): Social Significance

An item has a strong or special association with a particular community or cultural group in NSW for social, cultural, or spiritual reasons.

The Southern Cross Museum is of high social significance to the Balranald community. It was established and is maintained by volunteers, many of whom have personal and familial connections to the region's history.

The museum functions as:

- A repository of collective memory.
- A focal point for community pride and identity.
- A place of intergenerational knowledge transfer.

Its continued operation reflects the community's commitment to preserving and sharing local heritage and contributes to Balranald's social and cultural cohesion.

Criterion (e): Research Potential

An item has the potential to yield information that will contribute to an understanding of NSW's cultural or natural history.

The museum's collection of artefacts, replicas, documents, and oral histories provides ongoing research potential in areas including:

- Regional aviation history.
- Rural transport and mechanical heritage.
- Social and industrial development in Western NSW.

With improved facilities, the museum has the capacity to expand its role as an educational and research resource for schools, historians, and visitors.

Criterion (f): Rarity

An item possesses uncommon, rare, or endangered aspects of NSW's cultural or natural history.

The Southern Cross Museum is rare in a NSW regional context due to:

- The presence of full-scale aviation replicas in a small rural town.
- Its focus on nationally significant aviation history outside a metropolitan museum.
- Its volunteer-driven governance model, which is increasingly difficult to sustain.

Such museums are becoming less common as volunteer bases age and operational demands increase.

Criterion (g): Representativeness

An item is important in demonstrating the principal characteristics of a class of NSW's cultural or natural places or environments.

The museum is representative of:

- Community-led heritage preservation in rural NSW.
- The adaptive reuse of industrial buildings for cultural purposes. (Subject to the councillor's direction.)
- Local museums that interpret national history through a regional lens.

It exemplifies how regional communities contribute to the broader heritage narrative of NSW.

Overall Statement of Heritage Significance

The Southern Cross Museum is of local heritage significance, with elements of broader State interest, for its historical, associative, social, and interpretive values. It plays a vital role in preserving and communicating both Australian aviation heritage and the local history of Balranald and the surrounding region.

The museum's significance is strongly underpinned by community stewardship and volunteer involvement, making its long-term sustainability a matter of cultural importance.

Justification for Grant Support

Investment in the Southern Cross Museum is justified on heritage grounds because it will:

- Safeguard a culturally significant collection and narrative.
- Improve conservation, accessibility, and interpretation outcomes.
- Support volunteer succession and operational sustainability.
- Strengthen Balranald's role as a regional cultural and tourism destination.

Grant funding would enable Council to responsibly plan for the museum's future while ensuring alignment with NSW heritage objectives and best-practice heritage management.

Part D - Heritage NSW Grant Application

Project Title:

Southern Cross Museum – Strategic Heritage Planning and Pre-Feasibility Study

Applicant:

Balranald Shire Council

Site / Item:

Southern Cross Museum

118 Market Street, Balranald NSW

1. Project Summary (Executive Overview)

Balranald Shire Council seeks Heritage NSW funding to undertake a strategic heritage planning and pre-feasibility study for the Southern Cross Museum, a volunteer-run local heritage museum of high community significance.

The project will assess options to secure the museum's long-term conservation, interpretation, and operational sustainability, including consideration of relocation or redevelopment at a more suitable site. The study will ensure heritage values are protected while improving accessibility, visitor experience, and viability.

This project represents an essential first step in safeguarding an important regional heritage asset and aligning its future with best-practice heritage management.

2. Description of the Heritage Item

The Southern Cross Museum is a locally significant heritage place that interprets Australian aviation history—particularly the legacy of Sir Charles Kingsford Smith—alongside the social and industrial history of Balranald and the wider Riverina–Murray region.

The museum houses full-scale replicas of the *Southern Cross* and *Lady Southern Cross* aircraft and a collection of locally significant artefacts relating to transport, machinery, and rural life. The museum is operated by volunteers and occupies an adapted industrial building on Market Street, Balranald.

3. Heritage Significance

The Southern Cross Museum meets multiple NSW Heritage Office significance criteria:

- Historical significance through its interpretation of early aviation and regional development.
- Associative significance via its connection to Sir Charles Kingsford Smith and long-standing local custodians.
- Social significance as a volunteer-established and community-valued place of memory and identity.
- Rarity and representativeness as a rural, community-driven aviation museum outside metropolitan NSW.

The museum's significance lies not only in its collection, but in its role as a living cultural asset maintained through community stewardship.

4. Statement of Need

While culturally significant, the Southern Cross Museum faces increasing challenges:

- Reliance on an ageing volunteer base with limited succession capacity.
- Building constraints affecting accessibility, collection care, and visitor experience.
- Limited capacity to meet contemporary heritage conservation and interpretation standards.
- Risk of long-term closure or degradation if proactive planning is not undertaken.

Without strategic intervention, the heritage values embodied in the museum are at risk of gradual loss.

5. Project Description

The proposed project involves commissioning a specialist consultant to undertake a heritage-informed pre-feasibility study, including:

- Confirmation of heritage values and constraints.
- Assessment of current site suitability.
- Development of future options (including retention, upgrade, or relocation);
- High-level cost and risk assessment.
- Identification of heritage approvals pathways.
- Recommendations for a sustainable governance and operating model.

The study will not involve physical works but will establish the evidence base required for future conservation or capital investment.

6. Project Objectives

The objectives of the project are to:

1. Protect and enhance the heritage significance of the Southern Cross Museum.
2. Identify viable, sustainable options for the museum's long-term future.
3. Improve future conservation, accessibility, and interpretation outcomes.
4. Support community and volunteer stewardship of heritage assets.
5. Enable Council to make informed, heritage-compliant decisions.

7. Alignment with Heritage NSW Objectives

The project aligns strongly with Heritage NSW priorities by:

- Supporting best-practice heritage planning and decision-making.
- Strengthening heritage outcomes in a rural and remote local government area.
- Enabling community-led heritage assets to remain viable.
- Promoting understanding and appreciation of NSW heritage.

8. Methodology

The consultant will undertake:

- Desktop review of relevant heritage, planning, and strategic documents.
- Site inspection and assessment.
- Targeted stakeholder engagement (including volunteers).
- Options analysis against heritage, cost, and risk criteria.
- Preparation of a formal pre-feasibility report.

Council will manage the project and ensure appropriate heritage oversight.

9. Project Outcomes

The project will deliver:

- A clear understanding of heritage constraints and opportunities.
- Defined options for future conservation and operation.
- Improved capacity for Council to pursue future heritage and infrastructure funding.
- Reduced risk to the museum’s heritage values.
- A roadmap for long-term sustainability.

10. Project Timeframe

- Project commencement: Within 4 weeks of funding approval
- Duration: Approximately 8–12 weeks
- Completion: Within the funding period

11. Budget (Indicative)

Item	Cost (AUD)
Specialist heritage / feasibility consultant	\$XX,XXX
Stakeholder engagement	\$X,XXX
Reporting and documentation	\$X,XXX
Total Project Cost	\$XX,XXX
Funding Council	Requested Cash
	from Heritage Contribution:
	NSW:
	\$XX,XXX
	\$XX,XXX

Council In-Kind Contribution: Staff time and project management

(Figures to be finalised once the specific grant round and caps are confirmed.)

12. Applicant Capacity

Balranald Shire Council has demonstrated experience in managing heritage assets and grant-funded projects and will provide appropriate governance, procurement, and financial oversight for the project.

13. Risk Management

Key risks include consultant availability and stakeholder engagement; these will be mitigated through clear project governance, defined milestones, and early engagement with volunteers and community stakeholders.

14. Conclusion

Heritage NSW funding will enable Balranald Shire Council to responsibly plan for the future of the Southern Cross Museum, ensuring its heritage values are protected, its stories continue to be told, and its community significance is sustained for future generations.

Part E – References

Winners for Australia Day 2022 in Balranald Shire**SPECIAL ACHIEVEMENT AWARDS****Colin Jacka, Peter Barrett and Vic Pope (Southern Cross Museum)**

These three men front the Balranald Southern Cross Museum seven days a week from 10am to 2pm. They have done this since 2015 when the museum was opened to the public. Locally it is known as the Aeroplane Shed.

It all started in 2014 when Col's son Paul asked his Dad if he would be interested in purchasing the Southern Cross Replica Plane which was built for Channel 7 mini series "A Thousand Skies" a story about Sir Charles Kingsford-Smith. Col took Paul up on the offer and the Southern Cross Exhibition was born.

The Army came on board and paid to freight the plane from Okey Queensland to Balranald with the help of Neil Daley. Then came the painstaking task of restoration of the plane which took quite some time. Not long after that the opportunity arose to purchase the Lady Southern Cross from the National Australian Air Museum Melbourne and she sits proudly beside the Southern Cross in the Shed.

The Shed was built by well known identity Ralph Wood who was a pioneer in the transport industry. Ralph was a man born before his time and the Shed hosts heaps of history and memorabilia in his honour.

Another identity on show in the Museum is Ray Parar who was the first person to fly a single engine aircraft from England to Australia also a history in Balranald where he co-owned a café with his brother. Again the shed houses an extensive history on Ray Parar partly in thanks to David and Bredan Coates, Frank Old, Stephen Blore and Michael Spinks.

There are many more items on show far too many to speak about. The guys have a very generous benefactor who purchased the shed for them to keep this wonderful collection safe in our town.

They raise funds by giving guided tours of the museum and let me tell you they are extremely well versed in the history of Sir Charles Kingsford-Smith, Ray Parar and Ralph Wood, well worth the \$5 fee.

They also collect bottles and cans from local people around town and sell them to bring much needed funds and run a raffle every now and then.

[Balranald Southern Cross Museum New South Wales Australia - Destination's Journey](#)

Balranald Southern Cross Museum New South Wales Australia

Posted by: Destinations On: 29 October 2025

|

[Aircraft](#), [Aircraft Museum](#), [Australia](#), [Aviation](#), [Murray District](#), [Museum](#), [New South Wales](#) [aeroplane](#), [Aircraft](#), [airplane](#), [Australia](#), [aviation](#), [Balranald](#), [Fokker F.VIIb/3m](#), [Kingsford Smith](#), [Lady Southern Cross](#), [Murray District](#), [New South Wales](#), [NSW](#), [Sir Charles Kingsford Smith](#), [Southern Cross](#)

Balranald Southern Cross Museum

The Balranald Southern Cross Museum, located on Market Street in [Balranald](#), New South Wales, is a small but remarkable institution. Managed entirely by volunteers, it celebrates the region's strong link to Australian aviation history and broader aspects of local heritage. The museum opens daily between 10 a.m. and 2 p.m.

From the outside, the building appears modest, resembling an old service station. However, once inside, visitors discover a collection that tells both local and national stories. At its centre stands the connection to Sir Charles Kingsford Smith, one of Australia's most famous aviators, whose historic flight to Balranald in 1933 inspired the museum's name. Over time, the museum has evolved into a gathering place for aviation enthusiasts, and curious visitors eager to explore the town's unique role in early Australian flight.

The Southern Cross Legacy

The heart of the museum is its tribute to Kingsford Smith's *Southern Cross*, the legendary Fokker F.VIIb/3m aircraft that completed ground-breaking flights across the Pacific and around Australia. In November 1933, Kingsford Smith landed in Balranald during one of his national tours. For the small rural town, his arrival created a deep impression. The aircraft symbolised progress, courage, and modernity at a time when the world was still recovering from economic depression.

Decades later, Balranald revived that memory by acquiring a full-scale replica of the *Southern Cross*. The replica had originally been built in the 1980s for the television miniseries *A Thousand Skies*, which dramatised Kingsford Smith's life. When it became available, Balranald Southern Cross Incorporated—an organisation of dedicated locals—arranged its transport from Oakey in Queensland to the museum. The Australian Army provided logistical support for the move, recognising the importance of the project for regional heritage.

Soon after, the collection expanded again. In 2017, the museum received a replica of the *Lady Southern Cross*, the plane in which Kingsford Smith and his co-pilot Tommy Pethybridge disappeared during a 1935 air race. Together, these two aircraft form the centrepiece of the museum, representing both triumph and tragedy within the story of Australian aviation.

Exploring the Collection

Although aviation provides the main theme, the museum houses a surprisingly broad range of exhibits. Most visitors are drawn first to the striking aircraft displays, but the museum's other artefacts cover more of Balranald's past. Among the exhibits are vintage vehicles, machinery, and regional transport memorabilia that reveal how people and goods moved across this remote part of New South Wales before modern infrastructure existed.

Visiting and Experience

The museum's location on Market Street makes it an easy stop for travellers crossing the Riverina or following routes between Adelaide and Sydney. Also in the area, and worth visiting are the Balranald Discovery Centre, the Yanga National Park Woolshed, and the town's heritage walking trail. Taken together, these sites offer a complete picture of how Balranald evolved from a river crossing settlement to the town it is today.

Photos of the HARS flying replica of the Southern Cross can be found [here](#).





[Col Jacka and Vic Pope: the men of Southern Cross Museum and Balranald's best assets | Australian Rural & Regional News](#)

A screenshot of the Australian Rural & Regional News website. The page features the site's logo at the top center, a navigation menu with categories like HOME, ABOUT, NEWS, BUSINESS & FARMING, POLITICS & OPINION, LIFE & ARTS, RACING & SPORT, CONTRIBUTORS, and STORE. The main headline reads "Col Jacka and Vic Pope: the men of Southern Cross Museum and Balranald's best assets" by Kimberly Grubb, with a date of 18 November 2024. A small "Get Now!" button is visible on the right side of the article preview.



Pictured are Col Jacka and Vic Pope, the two knowledgeable men behind the Southern Cross Museum in Balranald. Photo: The Riverine Grazier/Kimberly Grabham.

They have a few new recent additions, including a large plaque of the history of transport of the area, the stump which signified camp 19 of Bourke and Wills, and a sign detailing who built the replica of the Southern Cross aeroplane.

The fee of \$5 is a minute price to pay for the experience.

You not only get to experience such knowledge of history, but the passion which is also evident.

There are so many exhibits, from a range of different eras, something for everyone.

The museum has been running for 11 years now.

It has had many uses in its time, the building, including a Ford garage and finished up as a trucking depot.

Col was born in Balranald hospital, about seven or eight years ago, as he said cheekily. He says the only time he went to school was when everyone else wasn't there.

"I was a bit of a problem child apparently; I didn't see myself as one but apparently I was," he said.

Col's family spilt up when he was 14, and he ended up living in Melbourne in a hotel with his father.

Col met his girlfriend, and then wife at the age of 16 at a mutual friend's 16th birthday party.

The couple were only together for four months before they were wed.

They spent 59 magical years together, before she passed close to three years ago.

"We had some hard times, at times we thought everything was against us, but we did ok," he said.

At the age of 24 Col had a major vehicle accident. He was on a driving job, going into Gisbon, and suffered 48 head fractures, fractured hands, neck and back.

"They said the only reason why I survived was I was a country boy; strong and fit," Col recalled.

"Sometimes the old injuries knock me around a little as I get older." Kingsford Smith was one of Col's idols from an early age.

"When I would go to school I would hear about his antics, and what he was allowed to do and what he wasn't," Col said.

"He was allowed to do internals (any flight not landing in the territory of another country) but not externals."

Kingsford Smith was one of Col's early loves, along with an impressive family member. Col's uncle, Albert was the first Australian to be awarded the Victoria Cross for his bravery in Gallipoli.

Albert Jacka ended up the Mayor of St Kilda, and Jacka Parade was named in his honour. Some people have said Albert began the Work for the Dole project in a form. Many war heroes returned home, and could not find work.

They were retained to build the foreshore at St Kilda and the Great Ocean Road by Mayor Jacka, organised through the Federal government.

Col's son, Paul was behind the donation of the Southern Cross replica to the museum. Paul, who has been a helicopter mechanic in the military for 42 years, discovered the plane was being stored by the Army in Oakey, where he was based at that time. John Chase built the replica for a TV series.

He was also the man who made the Mad Max cars.



The army paid for the transport to Balranald. In 2017, Col attained the Lady Southern Cross, a replica of the plane Kingsford Smith was flying when he disappeared during an air race in 1935.

Kevin Parer and Ray Parer were also well known in the aviation industry, and had a Balranald connection.

“Ray owned the ABC Cafe in Balranald, and when he sold it, he went to New Guinea searching for gold,” Col said.

“Their planes, they would have regular chairs in them, and they would drill four holes in the ground and sit the chair legs in them to stabilise.

“The planes had a licence to hold eight passengers, and they would also sit in regular chairs with the same set-up.”

Tragically, Kevin was killed in New Guinea when the Japanese made an attack.

Vic Pope is also an invaluable asset to the museum but he prefers to defer to Col, and is happier dealing with smaller groups.

Vic was a linotype operator for the *Coonabarabran Times*. "I got the job when I was 13 years old," Vic chuckled.

"I told the boss I was 16. I kept on making excuses because I couldn't sign paperwork. "I got the job during the school holidays and just never went back to school; in those days you could do that."

It took him three months to learn how to use the machine, and to learn where the type went, and to work the Heidelberg and plate.

He also learnt quickly how to print paper, noting they are to be put through one at a time. "I wrecked many sheets getting it right, you needed to get a slight wind under it for it to go through right," he recalled.

"I wasn't allowed to use the machine at first, as it could be dangerous, and they locked the keyboards at night.

But I taught myself how to use the linotype keyboard, and I could operate that faster than a normal keyboard."

After a time, he went to Sydney and attained a position with Rupert Murdoch.

"It was during the time when he had free newspapers, and threw them over people's fences.

"You would be sitting down typing the news, and he would come over and sit down right on the copy.

"He would always know what you drank, and would have a drink in hand for you.

"He married a typist from the typing pool, his first wife."

Out the back of the building is a big area where they store the stubbies and cans people bring in for them to recycle.

"That's how we pay the bills," Col smiled.

"A lot of people, like the workers around the area, the mine and line workers, hotels and the hospital bring in all their cans.

"We are lucky we have that to fall back on.

"It costs \$15,000 a year for us to be here."

If you have time, call into the Southern Cross Museum and see Col and Vic, enjoy their expertise and show your support.

The time to volunteer for the Southern Cross is now, so Col and Vic can impart their knowledge onto some more people.

Call in to see Col and Vic, they are in sore need of volunteers

[Balranald Southern Cross \(2025\) - All You MUST Know Before You Go \(w/ Reviews & Photos\)](#)

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South Pacific > Australia > New South Wales > Balranald > Things to do in Balranald > Balranald Southern Cross

< See all things to do

Balranald Southern Cross

4.9 (11 reviews) #6 of 9 things to do in Balranald

Share Review Save

About

Nov 2022

One of those rare finds ...

We thought we stop in at this place for a minute or so 2 hours later we left with our

[Heritage & Culture](#)

The screenshot shows the 'Discover Balranald & surrounds' website. At the top, there is a dark red header with the phone number '1800 444 043 | 03 5020 1599' and social media icons for a sun, Facebook, and Instagram. Below this is the website logo and the title 'DISCOVER BALRANALD & surrounds'. A navigation bar contains links for HOME, DESTINATIONS, SEE & DO, TOP STAYS, TOP EATS, TRAVEL INFO, and CONNECT. The main content area features a section titled 'Southern Cross Plane Replica' with a location pin icon. It includes two photos of the plane replica in a warehouse. A text box provides the following information:

Location: 118 Market Street, Balranald
Opening Times: 10am to 2pm Daily
Entry is by gold coin donation.

On Saturday 11th November 1933, Sir Charles Kingsford Smith landed in his famous Southern Cross plane in Balranald for a short visit. A replica of the Southern Cross plane which appeared in a documentary was acquired by the local community group Balranald Southern Cross Inc with the goal of slowly restoring the plane. The replica is stored in a large warehouse in Balranald for viewing along with other memorabilia, vintage cars and historical artifacts.

10.3 BREASTSCREEN MOBILE VAN - USE OF THEATRE ROYAL CARPARK

File Number:	D26.118652
Reporting Officer:	Carol Holmes, Senior Executive Assistant
Responsible Officer:	Terry Dodds PSM, Chief Executive Officer
Operational Plan Objective:	Pillar 1: Our People – A community that is proactive, engaged, inclusive and connected.

PURPOSE OF REPORT

To advise Council of a request received from the Western NSW Local Health District (LHD) (*Attachment 1*), requesting approval to park the BreastScreen van at the Theatre Royal Hall from Friday, 10 April 2026 until Monday 20 April 2026.

OFFICER RECOMMENDATION

That Council approve the request from Western Local Health District BreastScreen NSW Mobile Van of parking the BreastScreen Mobile Van in the Theatre Royal Car Park, Friday, 10 April 2026, until Monday, 20 April 2026.

REPORT

The BreastScreen NSW Mobile Van will be in Balranald from Friday 10 April until Monday 20 April 2026 to conduct mammograms for women 40 years and over in the Balranald area. There are no costs for the mammograms.

The mobile van utilises the car parking area at the Theatre Royal Hall and conducts the tests from the van. There will be two (2) employees with the van, being the Receptionist and Radiographer.

They will use the hall toilets throughout the day and may use the microwave to heat a meal.

The mobile van has all the equipment to conduct successful mammograms, which are used to detect early signs of breast cancer. They usually involve two X-ray pictures of each breast.

Amazingly, these pictures can find cancers as small as a grain of rice, before anyone can detect any changes in the breast.

Breast Cancer treatment is most successful when the cancer is still small and has not spread to other parts of the body. This is why screening mammograms are so important. A screening mammogram is the best way to detect breast cancer early, before any symptoms are noticed.

When breast cancer is picked up early, most women will recover and can quickly get back to their normal lives.

At the time of writing this report, there were no bookings for the Theatre Royal during the period that the van will be in town.

If Council were to receive a booking, the only issues that would arise would be the fact that the mobile van is in the car park, taking up the parking space. The hall could still be utilised during this time.

FINANCIAL IMPLICATIONS

Electricity charges

LEGISLATIVE IMPLICATIONS

Nil.

POLICY IMPLICATIONS

Nil.

RISK RATING

Low.

ATTACHMENTS

1. Email - Samantha Cameron - Mobile BreastScreen Van - April 2026 [↓](#) 

Carolyn Holmes

From: Samantha Cameron (Western NSW LHD) <Samantha.Cameron2@health.nsw.gov.au>
Sent: Tuesday, 6 January 2026 3:55 PM
To: Council
Cc: Carolyn Holmes
Subject: Site Request for BreastScreen Mobile Van - Theatre Royal, Balranald

Attention Carol.

I am writing to request site approval for our BreastScreen mobile van which is due to visit Balranald in April 2026

I am seeking site approval to park our BreastScreen van at the Theatre Royal as per previous years.

Arrival date: Friday, 10 April 2026
Departure date: Monday, 20 April 2026

Screening will be from Saturday 11 - Saturday 18 April 2026.

Thank you kindly for reviewing my request. If you have any questions, please do not hesitate to ask.

I look forward to hearing back from you.

Sammy Cameron (She/Her)
Clerical Support & Health Promotion Officer
BreastScreen NSW Greater Western

I work Monday - Wednesday

Direct: (02) 6330 5526 E samantha.cameron2@health.nsw.gov.au
Reception: (02) 6330 5525



**Breast cancer doesn't wait.
Don't wait to breast screen.**

Book now



We acknowledge the traditional custodians
of the land on which we live and work and
pay our respects to the elders past and present.

10.4 MONTHLY MAYORAL COLUMNS

File Number:	D26.119847
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.

PURPOSE OF REPORT

To advise Council of the advertising quotes recently obtained and to seek approval to proceed with a Mayoral Column each month

OFFICER RECOMMENDATION

That Council;

1. Receive and note the quotes supplied; and
2. Approve the Mayoral Columns in each paper as follows;
 - The Guardian – half page \$450 +GST per month,
 - The Sentinel – quarter page (colour) \$312 plus GST per month, and
 - The Grazier – quarter page \$300 plus GST per month.

REPORT

As part of Council's ongoing communication and public engagement efforts, it is proposed that external advertising services be utilised to support the transparency of communications between Council and its constituents.

Quotations have been sought from media outlets with local circulation, including The Guardian, The Grazier and The Sentinel, with the intent to publish a Mayoral Column each month, possibly in the week following each Ordinary Council meeting, covering current topics of interest to the community.

The following quotes have been received;

- **The Guardian**
 - Half page \$450
- **The Sentinel**
 - Quarter page \$312 (colour)
 - Quarter page \$220 (black and White)
 - Half page \$534 (colour)
 - Half page \$444 (black and white)
- **The Grazier**
 - Quarter page \$300 (entire length of page)

All quotes are exclusive of GST.

FINANCIAL IMPLICATION

The introduction of this to the budget will require additional operational funding, although a modest amount. The addition of the Mayoral Column will increase community awareness of council services and events, which is a strategic investment that will deliver value.

LEGISLATIVE IMPLICATION

Note by CEO: Although the council is operating under various Performance Improvement Orders, this is not considered 'material', nor a significant change (as per PIO), and furthermore, it is operational in nature.

POLICY IMPLICATION

Nil

RISK RATING

Low

ATTACHMENTS

Nil

10.5 AUSTRALIAN LOCAL GOVERNMENT WOMEN'S ASSOCIATION (ALGWA) CONFERENCE

File Number: D26.119197
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.

PURPOSE OF REPORT

To advise Council of the upcoming Australian Local Government Women's Association (ALGWA) Conference.

OFFICER RECOMMENDATION

That Council approve Cr Linnett's and Cr O'Halloran's attendance at the ALGWA Conference being held in Blacktown on Thursday 26 to Saturday 28 March 2026.

REPORT

The 2026 ALGWA conference is scheduled for Thursday 26 to Saturday 28 March and being held in Blacktown City.

ALGWA is proud to represent women in local government, mayor, councillors, council staff and community leaders – who believe in the value of equity, inclusion and strong, diverse leadership.

This highly anticipated event will bring together leaders, councillors, and professionals from across New South Wales, highlighting Blacktown City.

As the peak body dedicated to empowering women in local government, ALGWA is the strong, collective voice for local democracy. It is the preeminent leader in a community of dynamic and passionate women in Local Government. The conference will feature key speakers and essential topics, sparking important discussions on regional issues and furthering the organisation's commitment to supporting women's participation in local democracy.

FINANCIAL IMPLICATION

\$1,100.00 registration (early bird) plus travel and accommodation costs each. This can be accommodated within the existing budget.

LEGISLATIVE IMPLICATION

Nil

POLICY IMPLICATION

Payments of Expenses and Provision of Facilities for Mayor and Councillors

RISK RATING

Low

ATTACHMENTS

Nil

10.6 QUARTERLY BUDGET REVIEW FOR THE PERIOD ENDING 31 DECEMBER 2025

File Number:	D26.119850
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.

PURPOSE OF REPORT

The purpose of this report is to advise Council that the Quarterly Budget Review (**QBR**) for the quarter ending 31 December, 2025 has been completed in accordance with the Local Government (General) Regulation 2021 (**the Regulation**) and that the financial position of Council as at 31 December, 2025 and the projected financial position of Council as at 30 June 2026 are both considered to be satisfactory by Council's Responsible Accounting Officer (**RAO**).

OFFICER RECOMMENDATION

That:

- 1. Council receive the Quarterly Budget Review statement for the quarter ending 31 December 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 28 February 2025.**

REPORT

The Regulation requires Councils in NSW to prepare, consider and endorse a budget review statement each quarter, which details estimates of income and expenditure, and the revision of these estimates.

The statement must also include a report indicating changes in estimates for income and expenditure. The statement must also comply with the Local Government Code of Accounting Practice and be considered by the Council no later than 2 months after the end of the quarter.

The attached financial reports comply with the Council's statutory responsibilities and are presented to comply with Australian Accounting Standards format, as presented in end-of-year financial reports, and the organisational structure approved by the Council.

The Statement includes:

- A Budget Review Summary, including actuals to date, original budget, revised estimates if applicable, and remaining balance.
- A Summary of significant variations and budget adjustments.
- A Summary of cash restrictions and available cash.

The format of this second quarter budget review follows the newly mandated templates introduced by the Office of Local Government. As these templates are still under development, it is anticipated that further refinements will occur – both in terms of presentation and the structure

of financial reporting. It is expected that ongoing adjustments will occur as the templates evolve to better support transparency and consistency.

Budget Adjustments Included in Quarterly Budget Review Report

Budget adjustments are listed in the attached Quarterly Budget Review (**QBR**) (**Attachment 1**).

The Operating result from continuing Operations in the budget review as at 31 December 2025 is a projected deficit of \$262K as at 30 June 2026.

Council's Adopted Budget for the 2025/2026 Financial Year projected a surplus of \$62K, subsequent variations to revenue and expenditure for the September 2025 quarter resulted in a negative \$63K bottom line. Results in variations to revenue and expenditure for the December 2025 quarter show a further negative movement of \$199K, which in turn forecasts a bottom line of \$262K as at 30 June, 2026.

The variations in income are due to a small increase in planning fees, this is a good sign to see development in the area on the rise.

The bulk of the variations in the expenditure has resulted from:

- increases to IT charges, which highlights the increases in mandatory needs to stay abreast of the increasing emphasis on IT operational costs - \$50K,
- increases in expenditure in HR areas to assist performance of sector - \$75K
- increases in salaries at Caravan Park to meet current requirements, due to unforeseen changes in operations - \$30K
- increase in budget for project officers to prepare grant applications for shovel-ready projects - \$40K
- increase to do an investigation into the Kyalite raw water program - \$10K
- increase in legal fees to accommodate current legal matters - \$30K
- increase in support for Doctor per Council resolution - \$40K
- increase to cover current trends in electricity in certain areas - \$45K

The following table is a summary of the changes in the Original Adopted Budget for the 2024/2025 Financial Year after each Quarterly Budget Review:

Summary	Budget Variance '000	Revised Operating Result 30.06.2026 '000
Original Adopted Budget Surplus for 2025/2026		\$62
Net Proposed Adjustments from the September – QTR1	-\$125	-\$63
Net Proposed Adjustment from the December – QR2	-\$199	-\$262

Note: Council should note that subsequent to the preparation of the December QBR, operational grant funding to the value of \$250K has been approved and this will mitigate the projected budget deficit. This additional funding will be received and realised in the March QBR.

Variations for the December 2025 quarter in capital expenditure are:

- Construct garage 83 Court Street. As per Council resolution - \$35K
- Match 50% of grant funding to establish a new pontoon \$137K
- Develop additional office space for staff to meet current needs, as per Council resolution - \$77K

A listing of all identified variations is included in the attached QBR Report (Attachment 1).

The quarterly review should act as a barometer of Council's financial health during the year, and it is also a means by which Council can ensure that it remains on track to meet its objectives, targets and outcomes as set out in its Operational Plan and Budget.

FINANCIAL IMPLICATION

Statement re Anticipated Financial Position as at 30 June 2026

The following statement is made in accordance with Clause 203 (2) of the Local Government (General) Regulation 2021:

As Council's Responsible Accounting Officer, it is my opinion that the Quarterly Budget Review Statement for the Balranald Shire Council for the quarter ended 31 December 2025 indicates that Council's anticipated financial position as at 30 June 2026 is considered satisfactory, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Edna Mendes
Responsible Accounting Officer

LEGISLATIVE IMPLICATION

Section 203 of the Local Government (General) Regulation 2021 states that:

- (1) Not later than 2 months after the end of the quarter (except the June quarter), the responsible accounting officer of a council must prepare and submit to council a budget review statement that shows, by reference to the estimate of income and expenditure set out in the statement of the council's revenue policy included in the operational plan for the relevant year, a revised estimate of the income and expenditure for that year.
- (2) A budget review statement must include or be accompanied by:
 - (a) a report as to whether or not the responsible accounting officer believes that the statement indicates that the financial position of the council is satisfactory, having regard to the original estimate of the income and expenditure, and
 - (b) if that position is unsatisfactory, recommendations for remedial action.
- (3) A budget review statement must include any information required by the Code to be included in such a statement.

POLICY IMPLICATION

Nil

RISK RATING

Low

ATTACHMENTS

1. **QBR Attachment - December 2025** [↓](#) 

Report by responsible accounting officer

The following statement is made in accordance with Clause 203(2) of the Local Government (General) Regulation 2021:

31 December 2025

It is my opinion that the Quarterly Budget Review Statement for Balranald Shire Council for the quarter ended 31/12/2025 indicates that Council's projected financial position at 30/06/2026 will be satisfactory at year end, having regard to the projected estimates of income and expenditure and the original budgeted income and expenditure.

Signed:  Date:

Edna Mendes
Responsible accounting officer

QBRS FINANCIAL OVERVIEW											
Balranald Shire Council											
Budget review for the quarter ended 31/12/25											
DESCRIPTION	Previous Year	Current Year Original	Approved Changes	Approved Changes	Approved Changes	Revised	Recommended changes	Projected Year End (FY2)	VARIANCE	ACTUAL YTD	
	Actual	Budget	Review	Review	Review	Budget	for council resolution	Result	ORIGINAL budget v FY2		
	2024/25 \$000's	2025/26 \$000's	Q 1 \$000's	Q 2 \$000's	Q 3 \$000's	\$000's	\$000's	2025/26 \$000's	2025/26 \$000's	2025/26 \$000's	
General Fund	-4,404	-3,622	-115	0	0	-3,737	-164	-3,901	-279	-3,442	
Water Fund	1,145	1,278	-10	0	0	1,268	-35	1,233	-45	817	
Sewer Fund	368	539	0	0	0	539	0	539	0	863	
Consolidated	-2,891	-1,833	-125	0	0	-1,958	-199	-2,157	-324	-953	
Operating Result from continuing operations (with capital grants and contributions) excluding depreciation, amortisation and impairment of non financial assets											
Consolidated	10,870	6,077	-125	0	0	5,952	-199	5,753	-324	6,717	
Borrowings											
Total borrowings						0		0	0		
External restrictions	10,642	3,632	10	0	0	3,642	0	3,642	10	3,393	
Internal Allocations	13,949	13,949	35	0	0	13,984	-249	13,735	-214	13,672	
Unallocated	7,728	4,801	-45	0	0	4,756	249	5,005	204	14,482	
Total Cash, Cash Equivalents and Inves	32,319	22,382	0	0	0	22,382	0	22,382	0	31,547	
Capital											
Capital Funding	15,061	16,352	3,579	0	0	19,931	249	20,180	3,828	11,041	
Capital Expenditure	15,014	16,352	3,579	0	0	19,931	249	20,180	3,828	9,004	
Net Capital	47	0	0	0	0	0	0	0	0	2,037	

	Opening Balance	Total Cash Contributions Received	Total Interest Earned	Total Expended	Total Internal Borrowings (to)/from	Held as Restricted Asset	Cumulative balance of internal borrowings (to)/from
	As at 1 July 2025	As at this Q	As at this Q	As at this Q	As at this Q	As at this Q	As at this Q
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Developer Contribution							
Total Developer Contributions	30	141	0	0	0	171	0

Income and Expenses Budget Review Statement										
Balranald Shire Council										
Budget review for the quarter ended 31/12/2025										
Consolidated Fund										
Description	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	VARIANCE	ACTUAL
	Actual	Original	Changes	Changes	Changes	Budget	changes	Year End		YTD
	2024/25 \$000's	2025/26 \$000's	Review	Review	Review	Budget	for council resolution	(FYE) Result	ORIGINAL budget v FYE	2025/26 \$000's
			Q 1 \$000's	Q 2 \$000's	Q 3 \$000's	\$000's	\$000's	2025/26 \$000's	2025/26 \$000's	2025/26 \$000's
INCOME										
Rates and Annual Charges	5,974	6,119				6,119		6,119	0	6,502
User Charges and Fees	2,670	1,448				1,448	21	1,469	21	342
Other Revenue	489	880				880		880	0	7
Grants and Contributions - Operating	11,269	9,252				9,252		9,252	0	699
Grants and Contributions - Capital	7,024	1,895				1,895		1,895	0	4,662
Interest and Investment Income	1,563	1,208				1,208		1,208	0	753
Other Income	139	475				475		475	0	2
Net gain from disposal of assets	0	0				0		0	0	1,131
Total Income from continuing operations	29,128	21,277	0	0	0	21,277	21	21,298	21	14,098
EXPENSES										
Employee benefits and on-costs	7,277	7,777				7,777	-45	7,732	-45	3,907
Materials & Services	10,084	6,743	125			6,868	265	7,133	390	2,994
Borrowing Costs	79	77				77		77	0	45
Other Expenses	803	603				603		603	0	435
Net Loss from Disposal of Assets	15	0				0		0	0	0
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	18,258	15,200	125	0	0	15,325	220	15,545	345	7,381
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	10,870	6,077	-125	0	0	5,952	-199	5,753	-324	6,717
Depreciation, amortisation and impairment of non financial assets	6,737	6,015				6,015		6,015	0	3,008
Operating result from continuing Operations	4,133	62	-125	0	0	-63	-199	-262	-324	3,710
Net Operating Result before grants and contributions provided for capital purposes	-2,891	-1,833	-125	0	0	-1,958	-199	-2,157	-324	-953

Notes

Original Budget +/- approved budget changes in previous quarters = REVISED Budget

Revised Budget +/- recommended changes this quarter = PROJECTED year results

The quarterly recommended changes to the revised budget are to include:

- 1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan
- 2) any impacts of year to date expenditure on recommended changes to budget

Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.

The narrative is important in understanding why budget changes are necessary.

Income and Expenses Budget Review Statement										
Balranald Shire Council										
Budget review for the quarter ended 31/12/2025										
General Fund										
Description	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	VARIANCE	ACTUAL
	Actual	Budget	Review	Review	Review	Budget	for council	Year End	ORIGINAL	YTD
	2024/25 \$000's	2025/26 \$000's	Q 1 \$000's	Q 2 \$000's	Q 3 \$000's	\$000's	resolution	(PYE) 2025/26 \$000's	budget v PYE 2025/26 \$000's	2025/26 \$000's
INCOME										
Rates and Annual Charges	4,159	4,233				4,233	0	4,233	0	4,616
User Charges and Fees	1,536	522				522	21	543	21	327
Other Revenue	132	880				880	0	880	0	2
Grants and Contributions - Operating	11,169	9,252				9,252	0	9,252	0	698
Grants and Contributions - Capital	6,924	1,895				1,895	0	1,895	0	4,574
Interest and Investment Income	1,346	912				912	0	912	0	690
Other Income	139	41				41	0	41	0	2
Net gain from disposal of assets	0					0	0	0	0	0
Total Income from continuing operations	25,405	17,735	0	0	0	17,735	21	17,756	21	10,909
EXPENSES										
Employee benefits and on-costs	6,931	7,777				7,777	-45	7,732	-45	3,907
Materials & Services	8,878	5,519	115			5,634	230	5,864	345	2,645
Borrowing Costs	52	55				55		55	0	34
Other Expenses	810	599				599		599	0	435
Net Loss from Disposal of Assets	15	0				0		0	0	0
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	16,686	13,950	115	0	0	14,065	185	14,250	300	7,021
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	8,719	3,785	-115	0	0	3,670	-164	3,506	-279	3,888
Depreciation, amortisation and impairment of non financial assets	6,199	5,512				5,512	0	5,512	0	2,756
Operating result from continuing Operations	2,520	-1,727	-115	0	0	-1,842	-164	-2,006	-279	1,132
Net Operating Result before grants and contributions provided for capital purposes	-4,404	-3,622	-115	0	0	-3,737	-164	-3,901	-279	-3,442

Notes
 Original Budget +/- approved budget changes in previous quarters = REVISED Budget
 Revised Budget +/- recommended changes this quarter = PROJECTED year results

The quarterly recommended changes to the revised budget are to include:
 1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan
 2) any impacts of year to date expenditure on recommended changes to budget

Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.
The narrative is important in understanding why budget changes are necessary.

Income and Expenses Budget Review Statement										
Balranald Shire Council										
Budget review for the quarter ended 31/12/2025										
Water Fund										
Description	Previous Year	Current Year Original	Approved Changes	Approved Changes	Approved Changes	Revised	Recommended changes	Projected Year End (PPE)	VARIANCE	ACTUAL YTD
	Actual	Budget	Review	Review	Review	Budget	for council resolution	Result	ORIGINAL budget v PPE	
	2024/25 \$000's	2025/26 \$000's	Q 1 \$000's	Q 2 \$000's	Q 3 \$000's	\$000's	\$000's	2025/26 \$000's	2025/26 \$000's	2025/26 \$000's
INCOME										
Access Charges	988	1,031				1,031		1,031	0	1,038
User Charges	1,021	847				847		847	0	1
Fees	4	6				6		6	0	1
Grants & Contributions - Operating	140	0				0		0	0	0
Interest and Investment Income	100	176				176		176	0	88
Other Income	320	409				409		409	0	3
Net gain from disposal of assets	0	0				0		0	0	0
Total income from continuing operations	2,573	2,469	0	0	0	2,469	0	2,469	0	1,131
EXPENSES										
Employee benefits and on-costs	0	0				0		0	0	0
Materials & Services	1,063	819	10			829	35	864	45	285
Borrowing Costs	27	22				22		22	0	11
Water purchase charges	0	23				23		23	0	18
Calculated taxation equivalents	0	0				0		0	0	0
Debt guarantee fee	0	0				0		0	0	0
Other Expenses	-9	0				0		0	0	0
Net Loss from Disposal of Assets	0	0				0		0	0	0
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	1,081	864	10	0	0	874	35	909	45	314
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	1,492	1,605	-10	0	0	1,595	-35	1,560	-45	817
Depreciation, amortisation and impairment of non financial assets	347	327				327		327	0	
Surplus / (Deficit) from continuing operations before capital amounts	1,145	1,278	-10	0	0	1,268	-35	1,233	-45	817
Grants and Contributions - Capital						0		0	0	
Surplus / (Deficit) from continuing operations after capital amounts	1,145	1,278	-10	0	0	1,268	-35	1,233	-45	817

Notes
 Original Budget +/- approved budget changes in previous quarters = REVISED Budget
 Revised Budget +/- recommended changes this quarter = PROJECTED year results

The quarterly recommended changes to the revised budget are to include:
 1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan
 2) any impacts of year to date expenditure on recommended changes to budget

Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.
The narrative is important in understanding why budget changes are necessary.

Income and Expenses Budget Review Statement										
Balranald Shire Council										
Budget review for the quarter ended 31/12/2025										
Sewer Fund										
Description	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	VARIANCE	ACTUAL
	Actual	Budget	Review	Review	Review	Budget	for council	Year End	ORIGINAL	YTD
	2024/25 \$000's	2025/26 \$000's	Q 1 \$000's	Q 2 \$000's	Q 3 \$000's	\$000's	resolution \$000's	(P/E) 2025/26 \$000's	Budget v PYE 2025/26 \$000's	2025/26 \$000's
INCOME										
Access charges	827	855				855		855	0	848
User charges	48	79				79		79	0	14
Liquid trade-waste charges	56	38				38		38	0	4
Fees	6	7				7		7	0	1
Grants and contributions - Operating	0	0				0		0	0	0
Interest and Investment Income	77	120				120		120	0	60
Other Income	37	25				25		25	0	0
Net gain from disposal of assets	0	0	0			0		0	0	0
Total Income from continuing operations	1,051	1,124	0	0	0	1,124	0	1,124	0	927
EXPENSES										
Employee benefits and on-costs	90	0				0		0	0	0
Materials & Services	400	405				405		405	0	64
Borrowing Costs	0	0				0		0	0	0
Calculated taxation equivalents	0	0				0		0	0	0
Debt Guarantee fee	0	0				0		0	0	0
Other Expenses	2	4				4		4	0	0
Net Loss from Disposal of Assets	0	0				0		0	0	0
Total Expenses from continuing operations excluding depreciation, amortisation and impairment of non financial assets	492	409	0	0	0	409	0	409	0	64
Operating Result from continuing operations excluding depreciation, amortisation and impairment of non financial assets	559	715	0	0	0	715	0	715	0	863
Depreciation, amortisation and impairment of non financial assets	191	176				176		176	0	
Surplus / (Deficit) from continuing operations before capital amounts	368	539	0	0	0	539	0	539	0	863
Grants and Contributions - Capital						0		0	0	
Surplus /(Deficit) from continuing operations after capital amounts	368	539	0	0	0	539	0	539	0	863

Notes
 Original Budget +/- approved budget changes in previous quarters = REVISED Budget
 Revised Budget +/- recommended changes this quarter = PROJECTED year results

The quarterly recommended changes to the revised budget are to include:
 1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan
 2) any impacts of year to date expenditure on recommended changes to budget

Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.
The narrative is important in understanding why budget changes are necessary.

Capital Budget Review Statement										
Balranald Shire Council										
Budget review for the quarter ended 31/12/2025										
Description	Previous Year	Current Year	Approved	Approved	Approved	Revised	Recommended	Projected	VARIANCE	ACTUAL
	Actual	Original	Changes	Changes	Changes	Budget	changes	Year End	ORIGINAL	YTD
	2024/25 \$000's	2025/26 \$000's	Review Q 1 \$000's	Review Q 2 \$000's	Review Q 3 \$000's	Budget \$000's	for council resolution \$000's	2025/26 \$000's	budget v FYE 2025/26 \$000's	2025/26 \$000's
CAPITAL FUNDING										
Rates & other untied funding						0		0	0	0
Capital Grants & Contributions	7,024	8,385	3,479			11,864		11,864	3,479	4,574
Reserves - External Restrictions	5,537	3,243	0			3,243		3,243	0	3,243
Reserves - Internally Allocated	2,500	3,224	35			3,259	249	3,508	284	3,224
New Loans	0	1,500	0			1,500		1,500	0	0
Proceeds from sale of assets	0	0	0			0		0	0	0
Other	0	0	65			65		65	65	0
Total Capital Funding	15,061	16,352	3,579	0	0	19,931	249	20,180	3,828	11,041
CAPITAL EXPENDITURE										
WIP	3,615	3,058	3,479			6,537		6,537	3,479	4,371
New Assets	2,628	1,493	100			1,593	172	1,765	272	512
Asset Renewal	8,771	11,801				11,801	77	11,878	77	4,121
Other	0					0		0	0	0
Total Capital Expenditure	15,014	16,352	3,579	0	0	19,931	249	20,180	3,828	9,004
Net Capital Funding - Surplus/(Deficit)	47	0	0	0	0	0	0	0	0	2,037

Notes

Original Budget +/- approved budget changes in previous quarters = REVISED Budget

Revised Budget +/- recommended changes this quarter = PROJECTED year results

Where the **Total Capital Funding** and the **Total Capital Expenditure** values do not match an explanation is to be provided.

Carry over funding from previous year should be identified and any proposed carry forwards into next financial year are to be explained.

The quarterly recommended changes to the revised budget are to include:

- 1) an explanation for the recommended changes and any impact this will have on the Operational Plan, Delivery Program and Long Term Financial Plan;
- 2) any impacts of year to date expenditure on recommended changes to budget

Explanations are to be in plain English and in a style that is easily understood by readers of non-financial information.

The narrative is important in understanding why budget changes are necessary.

Cash and Investments Budget Review Statement										
Balranald Shire Council										
Budget review for the quarter ended 31/12/2025										
Description	Previous Year	Current Year Original	Approved Changes	Approved Changes	Approved Changes	Revised	Recommended changes	Projected Year End (PYE)	VARIANCE	ACTUAL YTD
	Actual	Budget	Review	Review	Review	Budget	for council resolution	Result	ORIGINAL budget v PYE	
	2024/25 \$000's	2025/26 \$000's	Q 1 \$000's	Q 2 \$000's	Q 3 \$000's	\$000's	\$000's	2025/26 \$000's	2025/26 \$000's	2025/26 \$000's
Total Cash, Cash Equivalents & Investments	32,319	22,382				22,382		22,382	0	31,547
EXTERNALLY RESTRICTED										
Water Fund	4,934	1,428	10			1,438		1,438	10	1,438
Sewer Fund	1,569	877				877		877	0	877
Developer contributions - General	30	550				550		550	0	550
Developer contributions - Water	0	0				0		0	0	0
Developer contributions - Sewer	0	0				0		0	0	0
Transport for NSW Contributions	0	0				0		0	0	0
Domestic waste management	572	106				106		106	0	106
Stormwater management	58	0				0		0	0	0
Other	3,479	671				671		671	0	422
Total Externally Restricted	10,642	3,632	10	0	0	3,642	0	3,642	10	3,393
Cash, cash equivalents & investments not subject to external restrictions	21,677	18,750	-10	0	0	18,740	0	18,740	-10	28,154
INTERNAL ALLOCATIONS										
Employee entitlements	312	312				312		312	0	
Insert nature of allocation						0		0	0	
Insert nature of allocation						0		0	0	
Insert nature of allocation						0		0	0	
Insert nature of allocation						0		0	0	
Other	13,637	13,637	35			13,672	-249	13,423	-214	13,672
Total Internally Allocated	13,949	13,949	35	0	0	13,984	-249	13,735	-214	13,672
Unallocated	7,728	4,801	-45	0	0	4,756	249	5,005	204	14,482

These figures are for a specific purpose and are not to be used for general operations. The figures are based on a budgetary agreement and are subject to their use. The figures are subject to the discretion of council.

Developer Contributions Summary																						
Balranald Shire Council																						
Budget review for the quarter ended 31/12/2025																						
Purpose	Opening Balance As at 1 July 2025 \$000's	Developer Contributions Received									Interest Earned Q1 \$000's	Interest Earned Q2 \$000's	Interest Earned Q3 \$000's	Monetary Amounts Expended Q1 \$000's	Monetary Amounts Expended Q2 \$000's	Monetary Amounts Expended Q3 \$000's	Internal Borrowings (to)/from Q1 \$000's	Internal Borrowings (to)/from Q2 \$000's	Internal Borrowings (to)/from Q3 \$000's	Held as Restricted Asset As at this Q \$000's	Cumulative balance of internal borrowings (to)/from As at this Q \$000's	
		Cash	Cash	Cash	Non-Cash Land	Non-Cash Land	Non-Cash Land	Non-Cash Other	Non-Cash Other	Non-Cash Other												
		Q1 \$000's	Q2 \$000's	Q3 \$000's	Q1 \$000's	Q2 \$000's	Q3 \$000's	Q1 \$000's	Q2 \$000's	Q3 \$000's												
Drainage																						0
Roads																						0
Traffic facilities																						0
Parkings																						0
Open space																						0
Community facilities																						0
Other																						0
Total \$7.11 Under plans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
\$7.11 Not under plans																						0
\$7.12 Levies																						0
\$7.4 Planning agreements	30		141		0	0		0				0	0		0	0		0	0			171
\$64 Contributions																						0
Other																						0
Total Developer Contributions	30	0	141	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	171	0

Notes
 All developer contributions received are to be disclosed, and distinguished as cash or non cash. Recognition occurs when council gains control over the asset (cash or non cash).
 Councils have obligations to provide facilities from contribution revenue levied on developers under the provisions of s7.4,s7.11 and s7.12 of the *Environmental Planning and Assessment Act 1979*.
 Developer contributions may only be expended for the purpose for which the contributions were required, however council may apply contributions according to the priorities established in work schedules for the contribution plan.
 Monetary Amounts Expended should only include monetary expenditure. Enter positive value when expended. The amounts recorded under "Non-cash Land" and "Non-cash Other" are not included in "Monetary Amounts Expended", as these represent assets provided in a non-monetary form.*

Balranald Shire Council
Budget Review for quarter ended 31 December, 2025

Recommended Variations this Quarter - Explanations

Budget Variations being recommended include the following material items:

OPERATIONAL		(\$'000)	(\$'000)	(\$'000)
Notes	Income Details	Adopted Budget	Budget Variation +/-	Amended/ Revised Budget
Building Control				
	Increase revenue for Building Inspection fees to match current trends	4,000	4,000	8,000
	Increase revenue for Building Construction Certificate to match current trends	10,000	10,000	20,000
	Total	14,000	14,000	28,000
Transport				
	Introduce a budget for Aerodrome landing fees	0	7,000	7,000
	Total	0	7,000	7,000
Total Recommended Income Variations this Quarter			21,000	

OPERATIONAL		(\$'000)	(\$'000)	(\$'000)
	Expenditure Details	Adopted Budget	Budget Variation +/-	Amended/ Revised Budget
Governance				
	Introduce a budget for HR Consultancy	0	25,000	25,000
	Increase budget in legal expenses	20,000	30,000	50,000
	Total	20,000	55,000	75,000
Administration				
	Increase wages in HR area to cover extra HR support	97,800	20,000	117,800
	Decrease Admin wages to cover HR Consultant, Legal exp & Non Capital			
	Grant exp	1,140,000	-95,000	1,045,000
	Introduce consulting fees in WHS are for return to work	0	30,000	30,000
	Increase budget for IT Contractor Fees and investigation	205,000	50,000	255,000
	Increase budget for Doctor operational exp RES 2025/210	5,000	40,000	45,000
	Total	1,447,800	45,000	1,492,800
Housing and Community Services				
	Increase electricity budget to match current trends - Council housing	30,500	15,400	45,900
	Total	30,500	15,400	45,900

Balranald Shire Council
Budget Review for quarter ended 31 December, 2025

Recommended Variations this Quarter - Explanations

Budget Variations being recommended include the following material items:

Notes	Expenditure Details	(\$'000)	(\$'000)	(\$'000)
		Adopted Budget	Budget Variation +/-	Amended/ Revised Budget
	Business Undertakings			
	Caravan Park			
	Increase salaries to cover current needs due to necessity	250,000	30,000	280,000
	Economic Development			
	Increase Budget in Grants non capital work - Sustainable Communities	62,000	20,000	82,000
	Increase Budget in Grants non capital work to accommodate current needs	82,000	20,000	102,000
	Total	394,000	70,000	464,000
	Water			
	Increase budget in electricity to match current trends - Pumping Stations	95,000	35,000	130,000
	Total	95,000	35,000	130,000
	Total Recommended Expenditure Variations this Quarter		220,400	

	CAPITAL	(\$'000)	(\$'000)	(\$'000)
		Adopted Budget	Budget Variation +/-	Amended/ Revised Budget
	Increase budget in Transport to accommodate 50% grant for pontoon - see Director of Infrastructure note attached	0	137,379	137,379
	Introduce a budget for development of additional office space	0	77,000	77,000
	Introduce a budget for construction of new garage at 83 Court Street - RES 2025/189	0	35,000	35,000
	Decrease Infrastructure Reserve to fund 50% grant for pontoon	1,574,100	-137,379	1,436,721
	Decrease Infrastructure Reserve to fund additional office space - RES 2025/188	1,436,721	-77,000	1,359,721

Balranald Shire Council**Budget Review for quarter ended 31 December, 2025****Recommended Variations this Quarter - Explanations**

Budget Variations being recommended include the following material items:

Decrease Infrastructure Reserve to construct new garage 83 Court Street - RES 2025/189	1,359,721	-35,000	1,324,721
Total Recommended Capital Variations this Quarter		<u><u>0</u></u>	

Carolyn Holmes

From: David Mckinley
Sent: Friday, 23 January 2026 3:13 PM
To: Edna Mendes
Subject: QBR Design and Construction of a floating dock system to replace the existing boat ramp gangway at the Balranald Caravan Park adjacent to the HW14 Bridge
Attachments: Proposed Pontoon Upgrade Balranald Boat Ramp.pdf

Good afternoon E,

As per earlier discussion with you concerning the subject matter

Directors of Infrastructure & Planning Services note:

In the spirit of the Councils endorsed **Community Strategic Plan 2025-2035 Community Strategic Plan strategy 1.1.3** *“Increase physical and social infrastructure to provide accessible, meaningful and safe ways for people of all abilities to participate in and contribute to our communities”* and Community groups such as The Amateur Fishermen’s Association of NSW INC, Balranald District Ex-Services Memorial Anglers Club, Balranald Murrumbidgee Fishing Classic Committee and many Tourists petitioning Council I note the following:

- Council applied for funding under the Boating Infrastructure for Communities Grants Program, which opened in February 2025 through Transport for NSW
- Council successfully secured \$137,369.73 through the program, representing 50 per cent of the total project cost estimate
- Council recently signed a grant acceptance attached to the NSW Boating Infrastructure for Communities Program an agreement that where Council matches Transport for NSW \$137,369.73
- The Agreement between Transport for NSW and Balranald Shire Council is known as Project B14C0011824 dated 21/08/2025
- Project B14C0011824 is time sensitive in terms of scoping scheduling, delivery and acquittal
- Accordingly, the project was advertised via Vendor Panel for an expression of interest “Design and Installation of Pontoon and Gangway at Balranald Boat Ramp, adjacent to the Balranald Caravan Park (Replacement of Existing Structure)”
- Council received 7 responses 3 responses were non-conforming
- Bellingham Marine Pty Ltd was assessed as being more suitable for the Balranald Boat Ramp site by Council Staff at a project cost of \$267,700.00 Excl. GST
- Stakeholder notifications were issued to the Balranald District Ex-Services Memorial Anglers Club and the Balranald Murrumbidgee Fishing Classic Committee via email on 9 October 2025 under the subject line “Proposed Balranald Floating Dock Upgrades and the feed back was that the stakeholders concurred with Council
- Councils contribution is not a budget item
- Council Contribution can be drawn down from the Council Restriction.

Thank you kindest regards



David McKinley

Director of Infrastructure and Planning Services

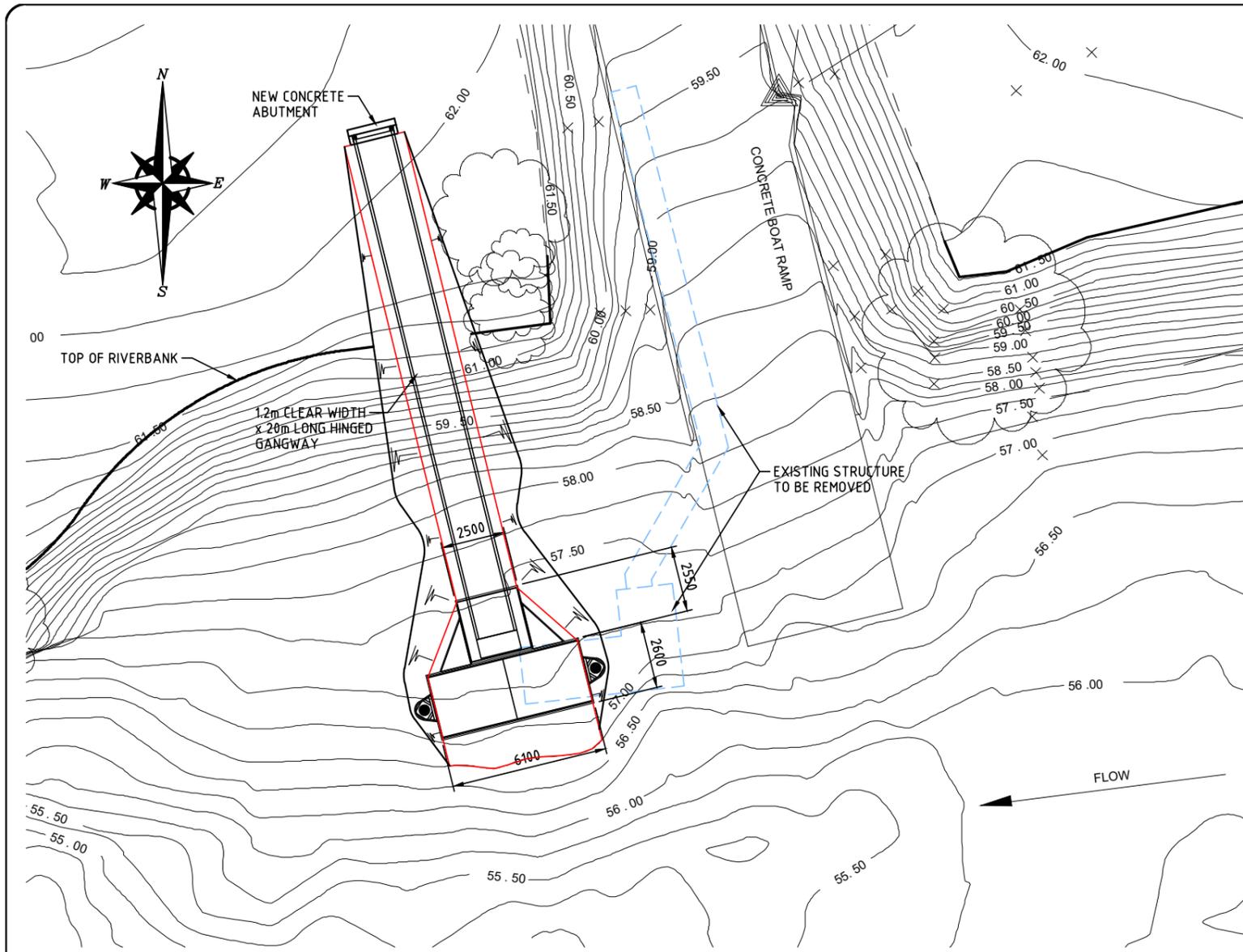
dmckinley@balranald.nsw.gov.au
03 5020 1300 | 0408 506 384
70 Market Street Balranald NSW 2715

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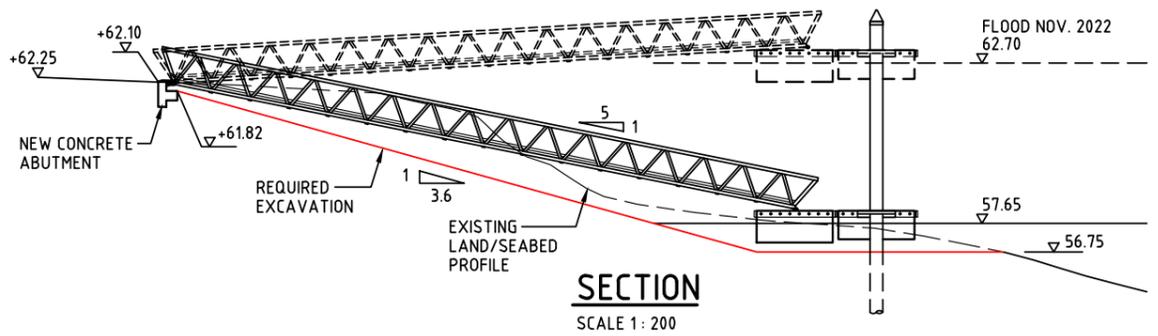
   @balranaldshirecouncil

We acknowledge the traditional owners of the land on which we live and work, and pay our respects to their elders past, present, and emerging.

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PLAN
SCALE 1: 200 (A3)



SECTION
SCALE 1: 200

NOTES:

1. ALL DIMENSIONS ARE IN MILLIMETRES U.N.O.
2. ALL LEVELS ARE IN METRES AND REDUCED TO AUSTRALIAN HEIGHT DATUM (AHD).
3. PONTOON DIMENSIONS ARE NOMINAL - DIMENSIONS ARE MEASURED TIMBER TO TIMBER.
4. MARINA STRUCTURAL COMPONENTS AND PILES ARE SUBJECT TO DETAILED DESIGN.
5. ON SHORE LAYOUT ARE DIGITIZED FROM Site survey plan.Pdf.

PRELIMINARY

Bellingham MARINE Australia Pty. Ltd.
A.C.N. 074 864 887

22 Sinnamon Road
Seventeen Mile Rocks Qld 4073
Australia
Phone (07) 3376 6955
Fax (07) 3376 7955
International (617)
Email: sales@bellingham-marine.com.au

UNIFLOAT
Precision engineered flotation systems

A 12/01/25 SECTION WITH EXCAVATION ADDED
Revisions

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International Marina Consultants
Consultants to the Marina Industry.
International Marina Consultants Pty. Ltd.
A.C.N. 079 905 481
Suite 2, Building 4 107 Miles Platting Road,
EIGHT MILE PLAINS QLD 4113
Australia
Phone (07)3892 5711 Fax (07)3892 5611
Email : imc@imc-marinas.com

CLIENT:
BELLINGHAM MARINE AUSTRALIA PTY. LTD

PROJECT:
BALRANALD PONTOON

TITLE:
PRELIMINARY LAYOUT

Date:	9/12/2025
Drawing No.:	6653-01/A
Scale:	AS SHOWN (A3)
Drawn By:	J.C.
Checked By:	
Approved By:	

10.7 DONATION REQUEST - LITTLE BUNYIPS PLAYGROUP

File Number:	D25.115853
Author(s):	Carol Holmes, Senior Executive Assistant
Approver:	Terry Dodds PSM, Chief Executive Officer
Operational Plan Objective:	Pillar 4: Our Culture – A community that respects and celebrates its diverse cultures, heritage and arts.

PURPOSE OF REPORT

To advise Council that a letter has been received from the Little Bunyips Playgroup requesting Council reduce or waive their rent for the financial year 2025/2026.

OFFICER RECOMMENDATION

That Council waive the rent for the little Bunyips playgroup building to the amount of \$1,040 for the 2025-26 financial year.

REPORT

Council has received a letter from the Little Bunyips Playgroup requesting a reduction or waiver of rent for the 2025-26 financial year, totalling \$1,040.

The Little Bunyips is a not-for-profit organisation that provides opportunities for the community

engagement. Providing a safe, informal setting for children (aged 0-5) and their caregivers to socialise through play. The organisation helps children develop social skills, emotional confidence, and creativity, while parents and carers can build a support network within the community.

This donation will ensure the Little Bunyips playgroup can continue to successfully function, assist in remaining financially viable and enable them to positively impact the local community.

While Council's policy stipulates there is a limit of one (1) donation application per annum up to a maximum of \$500, amounts above this limit can be considered and approved at Council's discretion.

FINANCIAL IMPLICATION

Council will therefore forgo \$1,040 in income, being \$20 per week for fifty-two (52) weeks, by waiving the rent costs of the Little Bunyips building.

Note from CEO: Council needs to be cognisant that if approved, this sets a precedent and cautions the council to limit the donation to \$500.

LEGISLATIVE IMPLICATION

Nil.

POLICY IMPLICATION

The recommendation is not in concert with the Donations, Subsidies & Financial Assistance Policy

RISK RATING

Low.

ATTACHMENTS

1. Little Bunyips Playgroup request for rent waiver [↓](#) 

17th October 2025
Balranald Shire Councillors
83 Market Street Balranald NSW 2715



Dear Balranald Shire Councillors,

RE: Request for Rent Reduction or Waiver for the Little Bunyips Playgroup Building.

We are reaching out to request your support in reducing or waiving the rent for the Little Bunyips Playgroup building.

As a non-profit committee, we volunteer our time to run a playgroup for children and their parents, fostering social connections within our community. Currently, our annual rent amounts to approximately \$1,040 (\$20 per week), and when we account for electricity, our total expenses reach around \$2,640. Our primary source of income is fundraising, which can be unreliable, especially if other organizations are conducting their own fundraising events at the same time.

In the past, local sponsors have helped cover our rent. When sponsorship was unavailable, committee members have contributed personal funds for rent, crafts, and equipment. However, we believe it is unsustainable to continue bearing these personal costs to maintain this community resource.

At present, we have 34 children attending our playgroup and rising, along with tourists and agency workers who also use our services. We have explored numerous options to ensure our viability, but we have now reached a point where we must ask for your assistance.

Thank you for considering our request.

Sincerely,

Little Bunyips Playgroup

Email: littlebunyips@gmail.com

10.8 BALRANALD HOUSING STRATEGY - UPDATE

File Number:	D26.119785
Author(s):	Cathy Brady-Overington, Manager of Planning and Environment
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.

PURPOSE OF REPORT

The purpose of this report is to update Councillors on the status of the Draft Balranald Housing Strategy and to seek endorsement to proceed with a parallel exhibition and delivery-readiness approach.

This approach allows Council to exhibit the Draft Housing Strategy while simultaneously undertaking short, targeted technical investigations to move priority housing opportunities from strategy to shovel-ready projects by May 2026.

OFFICER RECOMMENDATION

That Council:

1. Notes the current status of the Draft Balranald Housing Strategy as pre-exhibition.
2. Endorses the proposed parallel approach to:
 - (a) Publicly exhibit the Draft Housing Strategy for a minimum of 28 days; and
 - (b) Concurrently, undertake targeted investigations to identify and progress shovel-ready housing projects.
3. Endorses proceeding with procurement in February 2026, either by variation to an existing consultant or via a rapid RFQ, to enable project mobilisation in March 2026.
4. Notes Councillors' in-principle willingness to reserve approximately one-third to one-half of the SW Renewable Energy grant funding to co-fund investigations and early works for shovel-ready housing projects, subject to final Council consideration of individual business cases.

REPORT

Where Council is Now (February 2026)

- The Draft Balranald Housing Strategy has been prepared and is ready for public exhibition.
- Council has approximately \$80,000–\$120,000 available to undertake short, targeted studies to transition from strategy to delivery.

- A parallel process is proposed so that community feedback and updated technical evidence can be considered together, avoiding delays to implementation.

Proposed Work Program (February–May 2026)

The proposed investigations will focus on practical, deliverable outcomes rather than further high-level strategy work. Key tasks include:

1. Site Identification and Prioritisation

- Confirm ownership, servicing capacity, constraints and realistic yield for potential sites in Balranald and Euston.
- Undertake a targeted infill review associated with the Bidgee Haven precinct.

2. Caravan Park Cabins Program Staging

- Define how many cabins can be delivered, where, in what sequence and at what cost.
- Focus on rapid delivery to increase short-term accommodation supply.

3. Rapid Delivery Housing Product Menu

- Prepare a clear, Council-endorsed menu of housing products (cabins, relocatable, modular units, small lot housing).
- Set out approval pathways under the Housing SEPP and relocatable dwelling guidance (PS 21-016).

4. Industry and Agency Engagement

- Engage health, education, agriculture, mining, tourism and community housing providers.
- Test near-term demand, workforce needs, construction capacity and supply chain constraints.

5. Short-Form Business Cases

- Prepare 3–5 concise business cases including scope, approvals pathway, cost estimates (EDC-based*), delivery program and funding mix.
- Include consideration of the SW Renewable Energy grant and other potential funding sources.

Key Dates

- February 2026: Procurement and mobilisation.
- March–April 2026: Public exhibition of Draft Housing Strategy (minimum 28 days).

- End May 2026:
 - Shortlist of shovel-ready housing projects; and
 - Business cases reported to Council for decision and grant scheduling.

* EDC-based costs”, it means the business cases will:

- Use Council-endorsed unit rates and assumptions for infrastructure and servicing (roads, water, sewer, drainage, open space, etc.)
- Reflect the true, all-in cost of making land development-ready, not just building costs
- Be consistent with what Council would normally require a developer to fund or deliver
- Avoid optimistic or under-scoped estimates that later create funding gaps

What Will Be Returned to Council

Council will receive:

- A concise, 1–2-page executive summary Housing Strategy (with technical evidence held in appendices).
- A clear shortlist of shovel-ready housing projects.
- Short-form business cases outlining cost, delivery timeframe, approval pathway and benefits.
- A summary of exhibition submissions and how they informed final recommendations.

FINANCIAL IMPLICATION

Council has an identified allocation of approximately \$80,000–\$120,000 to undertake the proposed investigations.

No commitment of capital delivery funding is sought at this stage. Any proposed allocation of grant funding or Council capital funds will be subject to separate Council decisions following consideration of individual business cases.

LEGISLATIVE IMPLICATION

The Draft Housing Strategy and subsequent delivery projects will be undertaken in accordance with:

- Environmental Planning and Assessment Act 1979
- State Environmental Planning Policy No. 1 – Housing (Housing SEPP)

- Relevant NSW Planning circulars and guidance, including relocatable and temporary housing provisions.

POLICY IMPLICATION

The proposed approach aligns with the Council's strategic planning framework, growth management objectives and commitment to enabling housing supply that supports workforce attraction, service delivery and community sustainability.

RISK RATING

Medium (Managed).

Key risks relate to delays in housing delivery if investigations are deferred until after exhibition. These risks are mitigated through the proposed parallel approach, clear scope control and staged decision-making via business cases.

ATTACHMENTS

Nil

10.9 DRAFT INTEGRATED WATER CYCLE MANAGEMENT STRATEGY

File Number:	D25.116096
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 request Council endorsement to seek community feedback through public consultation for the draft Integrated Water Cycle Management Strategy (*IWCMS*).

OFFICER RECOMMENDATION

That Council:

1. Place the draft *IWCMS* 2026 on public exhibition for a period of twenty-eight (28) days for comment prior to it being submitted to the April 2026 Council meeting for further consideration.

Balranald Water Treatment Plant		Opt1	Opt2	Opt3
		Augment 0.7MI/d	New 1.8MI/d	New 2.2MI/d
Year 1	Booster Pumps at Reservoir	\$0.59M	\$0.59M	\$0.59
Year 2	Duplicate Potable Reservoir	\$2.7M	\$2.7M	
Year 3	Augment WTP	\$4.3M	\$7.2M	\$9.0M
Year 3	Raw water Pump Station	\$2.0M (\$3.8)	\$2.0M (\$3.8)	\$2.0M
Total		\$9.59M	\$12.49M	\$11.59M

Euston WTP		Opt1
		Augment 0.4MI/d
Year 1	Booster Pumps at Reservoir	\$0.32M
Year 1	Duplicate Potable Reservoir	\$1.9M
Year 8	Augment WTP to 0.8ML/day	\$3.7M
Total		\$5.92M

Balranald Sewerage Augmentation \$2.2M

Augmentation with additional ponds \$2.2M - will require reclassification to scheduled premises (EPA Licence)

Euston Sewerage Augmentation \$3.7M

Augmentation with additional ponds \$3.7M - will require reclassification to scheduled premises (EPA Licence)

REPORT

The IWCM Strategy is a Local Water Utility's (LWU's) "30-year resourcing strategy" and:

1. Sets the Levels of Service (LoS) framework linking objectives, service standards and performance indicators for the Water & Sewer business.
2. Identifies the issues and needs with respect to water security, water quality improvement, sewage management & distribution/collection system works.
3. Identifies the 'Right' water supply and sewerage scheme options and 'Right sizes' the associated infrastructure components and non-build measures.
4. Determines Local Water Utilities LWU's implementation priority and
5. Identifies the 'best value 30-year' IWCM scenario on a Triple Bottom-Line (TBL) basis for providing appropriate, affordable, cost-effective & sustainable urban water services that meet community needs & protects public health & the environment.

LoS Framework

- linking objectives, service standards and performance indicators for water security, water quality, sewage management and water service business.

30-year Total Asset Management Plan

- New capex for growth and to meet service objectives.
- Renewals to meet service objectives.
- Non-build solutions (efficiency measures) and
- Resourcing requirements (staffing levels, skills and training needs, etc)

30-year Financial Plan - supports the asset management plan

- Determines the total revenue requirements and first cut Developer charges
- Identifies borrowings, if any and
- Enables Council to set the tariff structure & Developer charges

5-year Drought Contingency & Emergency Response Plan – supports continuity of service

- Identifies the critical assets.
- Identifies the hazards & the impact of hazards on service continuity and
- Risk based contingency measures to maintain service continuity.

FINANCIAL IMPLICATION

Significant and intergenerational.

Note from CEO:

DCCEEW is currently developing a replacement 'model' of the previous Safe and Secure Water Program (S&SWP). It is currently in the consultation and investigation stage, which may lead to potential financial assistance (attached).

It is expected to take between six months and two years to finalise, with no assurances that the government will adopt a policy to assist (as per the 75% that was available under the Safe & Secure Water Program).

A sceptic may conclude it is a delay tactic, due to a lack of available or programmed funding, as the previous S&SWP and cascading Section 60 approvals, which were based on the Integrated Water Catchment Management (IWCM), already achieve best practice outcomes and have worked successfully for years.

Balranald Shire Council has requested to be part of a pilot program in an attempt to influence outcomes and reduce the timeline from two years to six months.

In the interim, subject to the will of the council to approve the Officer's recommendation, post the exhibition period, there is more investigation required to align the financial forecasts I with the 10-Year Financial Plan.

This will be problematic.

At this stage, the council is in a stalemate. On one hand, we're under time pressure to augment our water and sewer infrastructure – especially in Euston. Each time a new dwelling is built, water pressure and availability drop.

This financial expenditure will obligate our ratepayers for decades.

On the other hand, if the council waits, there may be an opportunity to be part of a future funding regime, thus saving hundreds of thousands of dollars.

The private discussions revolve around Treasury funding some or all of the interest on a loan, versus 75% of the capital as per the previous S&SWP.

However, there are no assurances. Council could wait two years in the hope of receiving relief, and be placed under even more time pressure, only to discover that DCCEEW policy is of no assistance. Alternatively, due to election cycles, the Government could use it as a lever and 'time' any announcements (as we're used to seeing).

This doesn't prohibit the council from publicly exhibiting the IWCMS. In fact, it's essential, as this will allow the council to comply with one of the eight remaining Performance Improvement Order requirements.

LEGISLATIVE IMPLICATION

Local Government Act 1993

Public Health Act 2010

Protection of the Environment Operations Act 1997

Environmental Planning and Assessment Act 1979

Work Health and Safety Act 2011

Water Act 2007 (Commonwealth)

POLICY IMPLICATION

Nil

RISK RATING

Moderate, but heavily influenced by the yet-to-be formulated Community Service Obligation (CSO) grant funding methodology that is being developed as a replacement for the Safe and Secure Water Program (funds extinguished).

ATTACHMENTS

1. Final draft Intergrated Water Cycle Management Strategy (IWCMS) [↓](#) 
2. DCCEEW CSO Funding Approach [↓](#) 

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Balranald Shire Council

Strategic Plan

Water and Sewerage



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Executive Summary

A Local Water Utility's (LWU) Strategic Plan is its 30-year strategy for the provision of appropriate, affordable, cost-effective, and sustainable urban water services that meet community needs and protect public health and the environment. The key outcomes of a LWU's Strategy are a 30-year Total Asset Management Plan (TAMP) that will establish levels of intervention, a 30-year financial plan and a drought and emergency response contingency plan (DERCP).

Balranald Local Government Area

The Balranald Shire Local Government Area (LGA) is found in Muthi Muthi country in the Riverina region of NSW and covers an area of 21,346 square kilometres. Majority of the population live in the Urban Centre Localities (UCL) of Balranald and Euston which have reticulated water and sewerage. Other localities within the Shire include Kyalite, Hatfield, Penarie, Clare and Oxley. Residents in these localities treat wastewater using On-Site Sewage Management Systems (OSSMS). Drinking water is usually in the form of a rainwater tank or groundwater bores.

Growth Strategy

In addition to the agricultural growth in the region, Balranald is situated in an advantageous location for future renewable energy. A future interstate connector is planned to pass through the area making Balranald an attractive location to develop solar farms. These growth outlooks on renewables hold potential to drive temporary construction worker numbers residing in the town. Permanent residential populations are expected to experience growth. These figures have been adopted from the department of planning. The forecast population for the water supply and sewer serviced areas of Balranald are presented in Table S1

Table S1: Forecast service area population for Balranald

Population group	Population present	2026	2031	2036	2041	2046	2051	2056
Permanent population (DPE 2019)	All year	1,141	1,224	1,365	1,503	1,639	1,774	1,903
Almond full time management population	All year	0	230	230	230	230	230	230
Renewable energy management population	All year	0	70	70	70	70	70	70
Mineral sands management population	All year	0	70	70	70	70	70	70
Ancillary population as result of above	All year	0	230	230	230	230	230	230
Total Permanent population		1,141	1,824	1,965	2,103	2,239	2,374	2,503
Almond Itinerant workers summer peak	Jan – Apr	0	200	200	200	200	200	200
Future almond processing population	Jan – Apr	0	0	230	230	230	230	230
Renewable energy construction workers	All year	0	350	350	350	350	350	0
Mineral sands workforce	All year	0	100	100	100	100	0	0
Total Temporary population		0	650	880	880	880	780	430
Peak Population		1,141	2,474	2,845	2,983	3,119	3,154	2,933

Euston has experienced housing supply pressures due to growth in the local agricultural industries. Two growth profiles were provided and considered for projections with Council's growth strategy reaching the ultimate peak earlier than the DPE projections: Council has indicated that a faster growth profile is more likely to occur due in part to land parcels abutting Euston town site being held in fee simple. Council expects an increase in population driven by the Swan Hill Council's crackdown on informal on-farm accommodation. Jobs are also expected to be created due to

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agricultural intensification. The forecast assessments for the water supply and sewer serviced areas of Euston are presented in Table S2 are still considered conservative

Table S2: Forecast service area population for Euston

	2025	2026	2031	2036	2041	2046	2051	2056
Residential	265	276	331	386	461	536	611	686
Non-residential	34	35	36	37	38	39	40	41

Balranald potable and non-potable water supply scheme

Water security

The forecast water requirements for the nominated growth strategy are expected to exceed Council’s water access license entitlement. The timing of this exceedance is related to the realisation that growth, especially the growth linked to commencement of the major projects such as renewable energy, solar farms, interstate connectors which will increase the itinerant and permanent workforce.

DCCEEW has undertaken an assessment of climate scenarios on supply shortfalls for town water supplies in the NSW Murrumbidgee Region. The assessment shows that there will be no shortfall in available water supply to meet the future unrestricted annual potable and non-potable demand at Balranald.

Raw water intake

Existing raw water pumping arrangement for Balranald WTP has WHS & Risk and manual adjustment issues. During low flows, the weir pool lowers beyond good access for the intake, and operators must manually extend the foot valve further into the weir pool. A new shared potable and non-potable intake and pump station was assessed as being the preferred option for the intake.

System capacity assessment

The capacity of the non-potable water supply system will not be sufficient to meet the levels of service for the forecast water demands. This can be managed by a combination of reducing the system losses and increasing the raw water pumping capacity.

The capacity of the potable water supply system cannot meet the level of service when supplying the future demand during peak periods. As the mechanical and electrical components of the water treatment plant (WTP) have a residual life of 10 to 15 years, the options assessed include a new WTP upfront of delayed by 10 years. Six options were assessed which included augmentation of WTP and reservoir capacity. The top three options from a triple bottom line assessment are presented in Table S2.

Table S2: Balranald potable scheme capacity augmentation options

Option	Booster pumps	Total reservoir		WTP capacity/staging		WTP Description	Supply reliability during peak day (hrs)		Rank
		Capacity (ML)	Staging	Capacity (ML/d)	Staging		@8am	@12pm	
2A	Yes	1.1 + 1.1	Upfront	New 1.8	2030	Replace WTP	8	8.5	2
2B	Yes	1.1 + 1.1	Upfront	1.1 + New 1.1	2028	Augment existing WTP	8	8.5	1
3A	Yes	1.1	No upgrade	New 2.2	2023	Replace with 2.2ML WTP	3.5	5	3

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Euston potable and non-potable water supply schemes

Water security

The forecast water requirements for the nominated growth strategy are expected to exceed Council's water access license entitlement. The timing of this exceedance is related to the realisation of the growth. According to current forecasts this is expected to be around 2030 to 2035.

DCCEEW has undertaken an assessment of climate scenarios on supply shortfalls for town water supplies in the NSW Murray Region. The assessment shows that under the historical scenario there is a 2% likelihood each year of a 6 or more days shortfall where at least 10% of the unrestricted daily demands cannot be met. Under dry future climate this increases to 97 or more days shortfall event where at least 75% of the unrestricted daily demands cannot be met (2% chance). This reduction needs to be considered in the drought contingency planning.

System capacity assessment

The capacity of the non-potable water supply system will not be sufficient to meet the levels of service for the forecast water demands on some days during a peak week. However since the difference is not significant, reducing the system losses would be able to improve the system pressure such that the levels of service could be met.

The capacity of the potable water supply system is not sufficient to meet the levels of service when supplying the forecast future demand. Two options were considered in the scenarios to address this issue:

- Option 1: 0.8ML WTP, duplicate the reservoir and install booster pumps
- Option 2: 0.8ML WTP and augment reservoir

Balranald sewerage scheme

To service the forecast growth, the Balranald STP will require a capacity augmentation both hydraulically and biologically. Two options were considered for the capacity augmentation.

- Option 1: Additional oxidation pond and effluent disposal by evaporation
- Option 2: Additional activated sludge plant and effluent discharge to waterways

Option 1 was taken forward to the scenario.

Euston sewerage scheme

The Euston STP capacity will require an augmentation to service the future growth. The augmented capacity will reclassify Euston STP as a scheduled premise-based activity under the POEO Act Section 36 as the capacity would exceed 2,500 EP. Consequently, Council would need to apply for an EPL.

Considering the existing STP and its performance, duplicating the oxidation pond and adding maturation and evaporation ponds are suggested to meet the peak loading. The construction of new ponds is expected to fit within the same lot boundary, but some minor land clearing may be required. This augmentation would not be required until loading surpasses existing capacity (between 2035 and 2040).

Future Actions and Implementation Plan

Tables S3 and S4 show the bundled Scenario segregated for convenience into water supply and sewerage schemes. The issues that are being addressed by each option are also listed.

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Table S3: Water supply scenario – Infrastructure needs

Target for Compliance	Issue	Scenarios		
		1	2	3
Balranald Non-potable water supply scheme				
Condition and criticality of raw water pumping station	Work Health and Safety Issues and inability to access water during low flow in the weir	New shared intake and pumping station		
Meet Level of Service	For the forecast demand the system cannot meet the supply requirements.	Augment capacity of the raw water pumps and rising main to 17 ML/day		
Balranald Potable water supply scheme				
Meet Level of Service	For the forecast demand the system cannot meet the supply requirements.	Option 2A – Booster pump + new 1.1 ML reservoir + new 1.8 ML/d plant in 2 years	Option 2B – Booster pump + new 1.1 ML reservoir + new 0.7 ML/d plant in 2 years (Augmentation)	Option 3A – Booster pump + new 2.2 ML/d plant in 2 years
Euston Potable water supply scheme				
Meet Level of Service	For the forecast demand the system cannot meet the supply requirements.	Option 1 – Stage 1: Booster pump + new 0.5 ML reservoir + new 0.4 ML/d plant. Stage 2: New 0.4ML/d plant in 2042	Option 2 – Stage 1: Booster pump + new 0.9 ML reservoir + new 0.4 ML/d Stage 2: New 0.2ML/d plant in 2045	Option 2 – Booster pump + new 0.9 ML reservoir + new 0.4 ML/d plant in 7 years (Augmentation)

Table S4 – Sewerage scenario – infrastructure needs

Target for Compliance	Issue	Scenarios 1
Balranald sewerage scheme		
Meet performance requirements	Currently there is one oxidation pond and it cannot be de-sludged as there is no alternate pond to receive the sewage during desludging	Construct an additional oxidation pond which will serve as a polishing pond during normal operation and as the primary pond during desludging
Meet Level of Service	For the forecast load the sewage treatment plant cannot meet the capacity requirements.	Construct an additional 2,000 EP pond to meet the capacity requirements due to growth.
Euston sewerage scheme		
Meet Level of Service	For the forecast load the sewage treatment plant cannot meet the capacity requirements.	Construct an additional oxidation pond, maturation pond and evaporation area to meet the capacity requirements due to growth.

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Typical residential bill analysis

As part of the assessment of scenarios, approximate annual Typical Residential Bills (TRBs) for the Council’s water supply and sewerage services have been estimated by way of setting up financial models for Council’s water and sewer funds using FINMOD 4 financial modelling software.

For water supply services, the financial forecasts were made with and without the availability of 90% government grant/ subsidy for the Balranald and Euston WTP capacity upgrade options capital works proposed in the IWCM scenarios after adjusting the raw water customer numbers as equivalent filtered water customers.

Financial forecasts show that the IWCM scenario TRBs for raw and filtered water are the same if government grant/ subsidy is available as expected by the Council (Figure S1). Filtered and raw water TRBs for the IWCM scenarios if the expected levels of grants are not available are shown in Figure S2 and Figure S3 below.

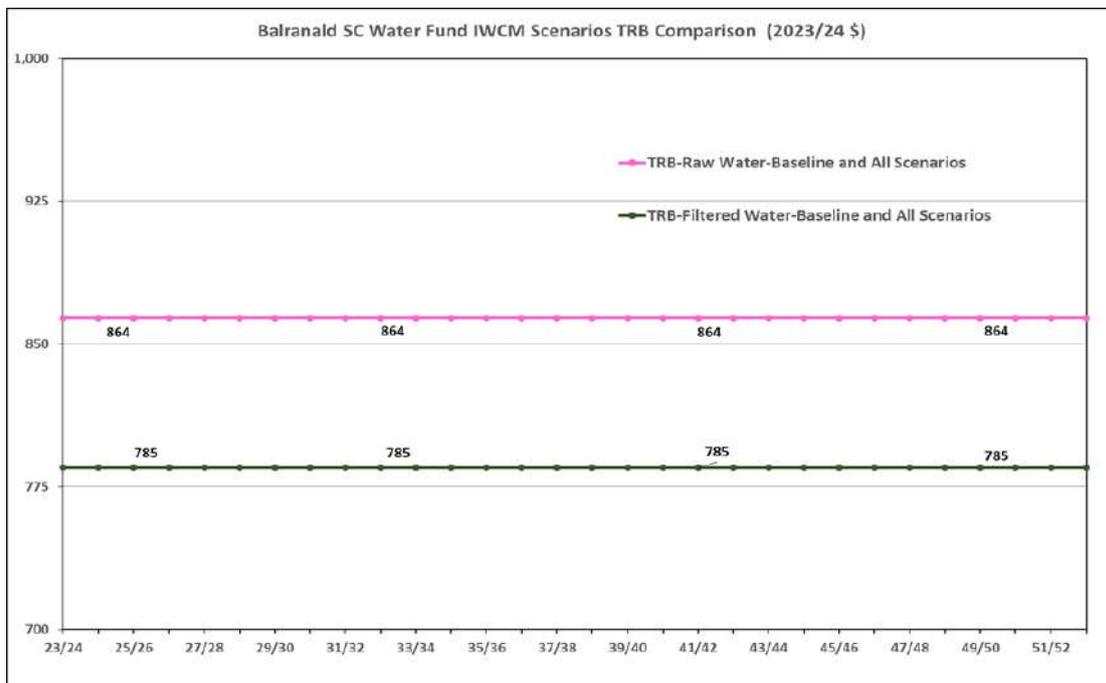


Figure S1: TRB forecasts for IWCM Scenarios with 90% grant – Raw and filtered water supply

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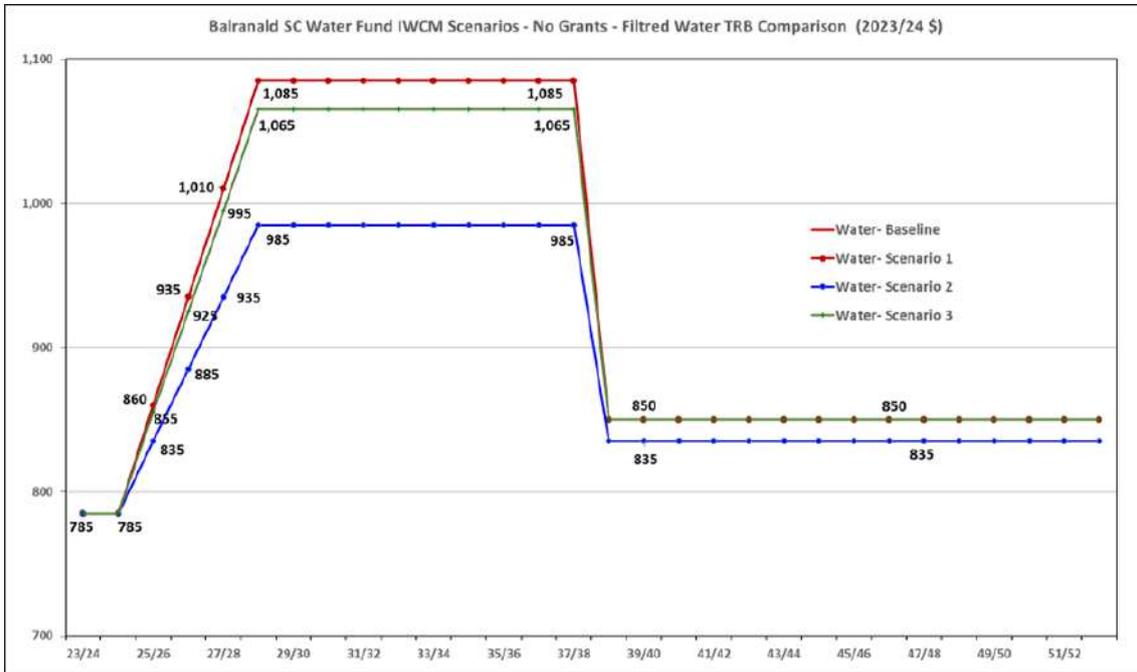


Figure S2: TRB forecasts for IWCM Scenarios without 90% grant – Filtered water supply

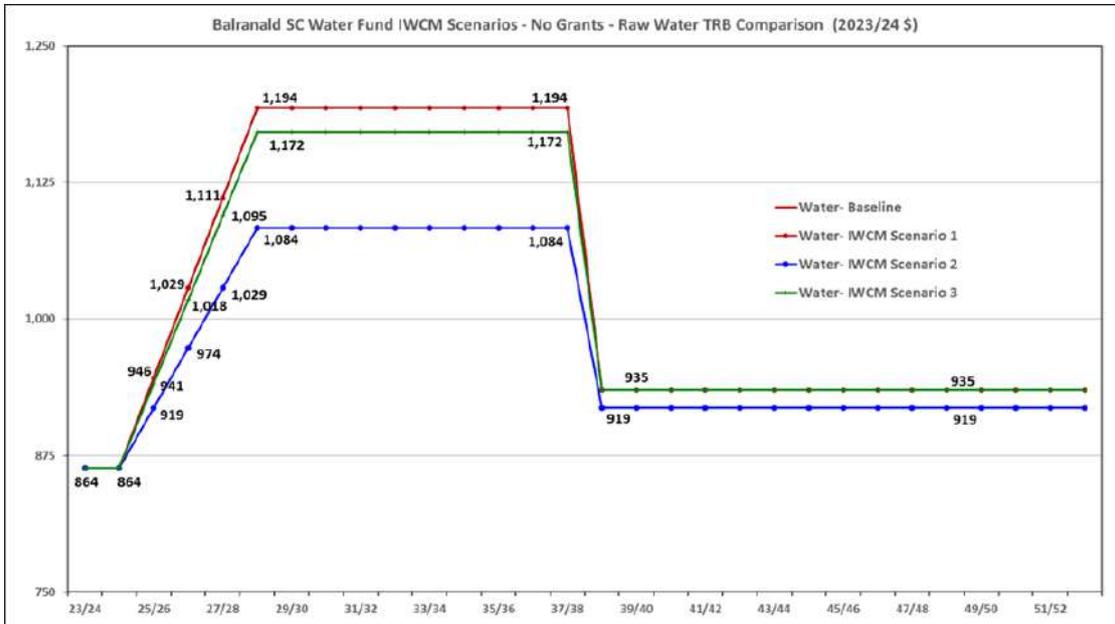


Figure S3: TRB forecasts for IWCM Scenarios without 90% grant – Raw water supply

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For sewerage services, the financial forecasts were made with and without the availability of 90% government grant/ subsidy for the Balranald and Euston STP upgrade capital works proposed in the IWCM scenarios. For all the IWCM scenarios, sewerage TRB forecasts are the same for both with and without the availability of expected levels of grant/ subsidy (Figure S4).

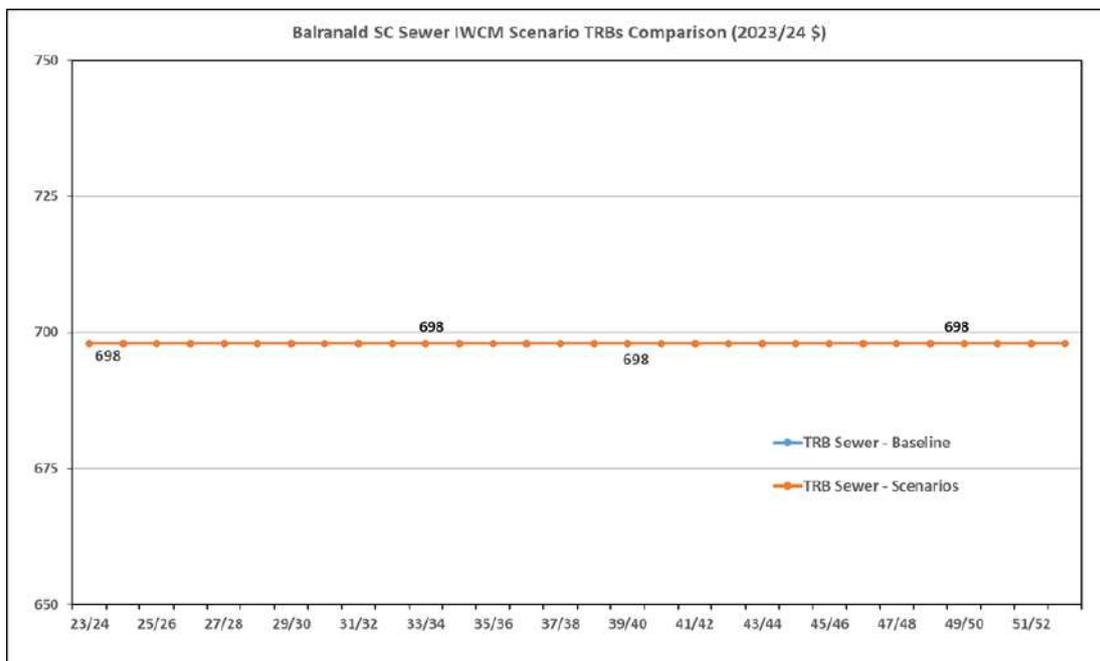


Figure S4: Comparison of TRB forecasts for IWCM Scenarios - Sewerage

The TRB forecasts undertaken as part of the scenario analysis is intended as a means for comparing the IWCM scenarios to support the selection of a preferred scenario. Refer to Section 11 for more details.

Asset Management

Council’s Water supply and Sewerage Asset Management Plans provide an overview of the asset management systems, procedures and strategies in place to ensure delivery of services in a safe, reliable and cost-effective manner.

The IWCM scenario 2 has been preferred as the IWCM strategy to address the Council’s asset system and performance issues has enabled Council to develop the total asset management plans (TAMP) for water supply and sewerage services over a 30-year planning horizon. The TAMP provides a schedule of capital works into the future with a view to satisfy the forecast service demands in terms of growth, improved levels of service and renewal of existing assets.

The TAMP also provides the details of recurrent operations, and management (O&M) expenditure over a 30-year period. Detailed discussions of TAMP are presented in Section 12.

Long-term Financial Plan

Long-term financial plans (LTFP) for water supply and sewerage funds have been prepared using the TAMPs to set up the financial models. Financial models enable Council to forecast the lowest stable sustainable price path for water supply and sewerage services on which to base Council’s tariff

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structure. Note, all the forecast values are in 2023-24 dollars unless specified otherwise, and CPI should be applied annually for the forecast years.

Further review and fine tuning of the financial model forecasts for the preferred scenarios (IWCM scenario 2) for water supply and sewerage services has been carried out and required adjustments made in keeping with Council’s internal financial planning processes.

Water fund LTFP

The preferred IWCM strategy of Council’s water fund financial model considers availability of government grants or subsidy to the tune of \$12.04 Million for the potable water scheme upgrade capital works planned for Balranald and Euston during the 30-year planning horizon.

The model forecasts demonstrate that the 2023-24 levels of the typical residential water bills of \$785 p.a. (\$840 p.a. in 2025-26 dollars) for filtered water, and \$864 p.a. (\$920 p.a. in 2025-26 dollars) for raw water can be maintained for all the remaining forecast period.

Council’s water fund had an outstanding borrowing of \$599 K as of 30 June 2023. The model forecasts demonstrate that with the recommended price path, all the planned capital works can be fully funded internally by Council and no new loans will be required.

The projected levels of TRBs is sufficient to maintain liquidity with a minimum level of cash and investment of \$500 K in the water fund throughout the forecast period. The TRB forecasts, levels of cash and borrowing outstandings for the water fund over the 30-year forecast period are presented in Figure S5. For more details of water fund financial model outcomes, refer to Section 13.3.

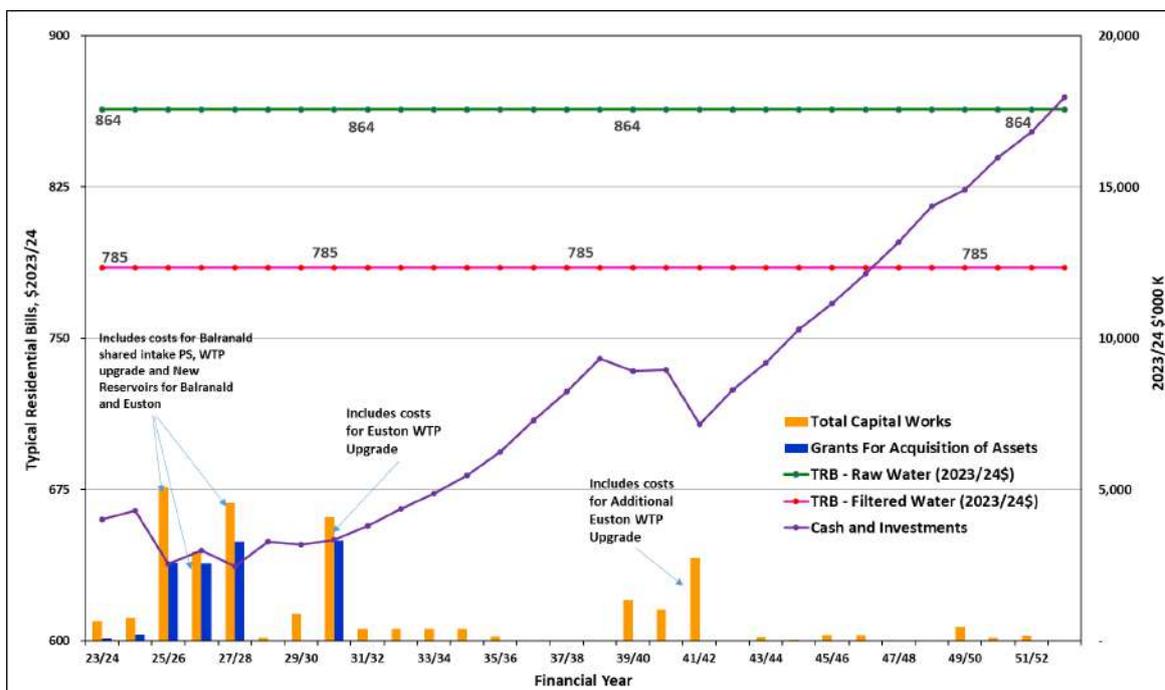


Figure S5: Water fund financial model forecasts summary

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Sewer fund LTFP

Council’s sewer fund financial model demonstrates that with the availability of 90% government grants or subsidy for the Balranald and Euston STP works planned capital works planned during the forecast period, the 2023-24 annual residential sewerage charge of \$698 p.a. (\$745 p.a. in 2025-26 dollars) can be maintained at that level for all the remaining years of the 30-year forecast period.

Council’s sewer fund has no outstanding borrowing as of 30 June 2025. The model forecasts demonstrate that with the recommended price path, all the planned capital works can be funded internally by the Council, and no new loans will be required.

The forecast levels of TRBs is sufficient to maintain liquidity with a minimum level of cash and investment of \$500 K in the sewer fund throughout the forecast period. The levels of cash and borrowing outstandings during the forecast period are presented in Figure S6. For more information on sewer fund financial model forecasts, refer to Section 13.4.

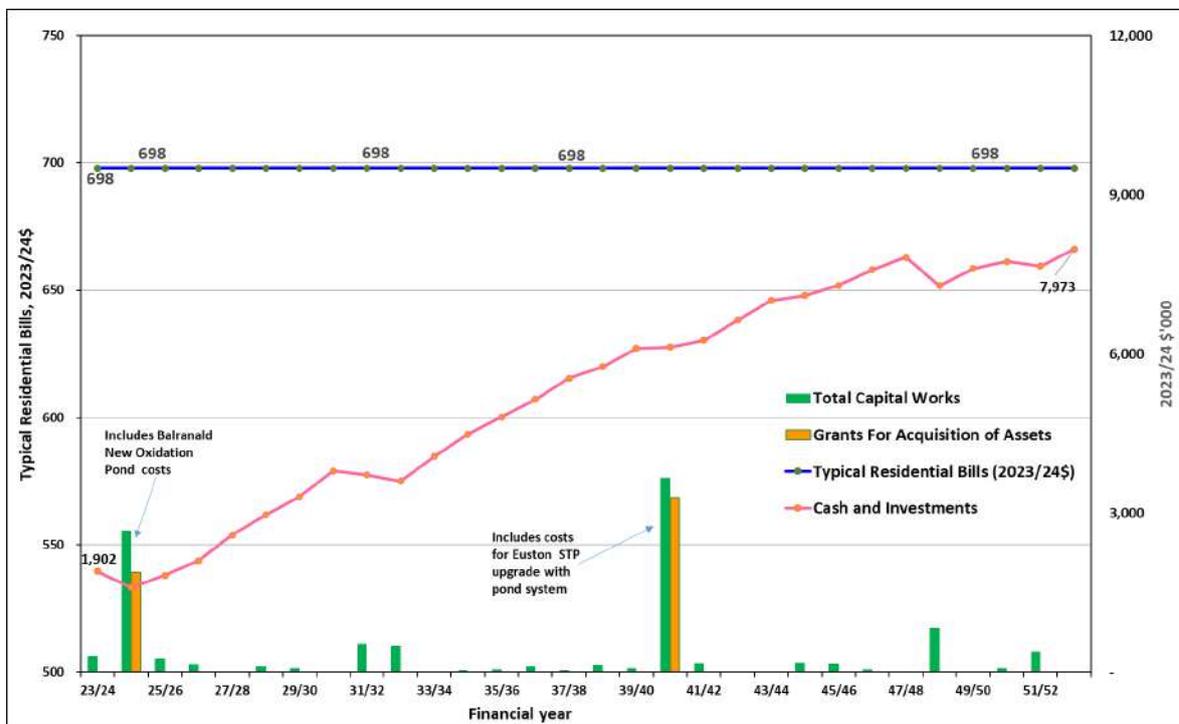


Figure S6: Sewer fund financial model forecasts summary

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Abbreviations and Acronyms

Item	Description
≈ or ~	approximately equal to
ΔH	differential head (refer to Glossary)
Δh	Head loss or component differential head (refer to Glossary)
AEP	annual exceedance probability - expressed as a percentage ('% AEP') for events with a frequency ≥ 1%, and as '1 in X AEP' for events with a frequency < 1%
AHD or mAHD	Australian Height Datum (in metres)
ADWG	Australian Drinking Water Guidelines
BWL	bottom water level
CH or Ch	chainage
CTF, CtF, or ctf	cease-to-flow – for <i>falling stream</i> , and commence-to-flow – for <i>rising stream</i>
CCPs	Critical Control Points
D/S or d/s	downstream
DCCEEW	Department of Climate Change, Energy, the Environment and Water
DEM and DTM	digital elevation model; and digital terrain model
dia, Ø	diameter
DPIF	Department of Primary Industries - Fisheries Division
Dwg	drawing
DWMS	Drinking Water Management System
DSP	Development Services Plan
EP	Equivalent Person
f'c	concrete design characteristic compressive strength after 28 days
FSL	full supply level, and full storage level
GL	gigalitres (1 x 10 ⁹ L, 1000 ML)
HW and HWL	headwater, and headwater level (refer to Glossary)
L/s or l/s	litres per second
m ³ /s or cumecs	cubic metres per second (1 m ³ /s is equivalent to 1000 L/s)
ML and ML/d or ML/day	megalitres (1 x 10 ⁶ L); and megalitres per day (1 m ³ /s = 86.4 ML/d)
No.	number
nom	nominal
NS and NSL	natural surface, and natural surface level

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Item	Description
NSWPW	NSW Public Works
O&M and O&MM	operation and maintenance, and operation and maintenance manual
Q	flowrate or discharge
ref	refer, or reference
RFS and RFT	Request For Services, and Request For Tender
RL	reduced level relative to an established datum (typically AHD)
SWI and SWMS	Safe Work Instruction, and Safe Work Method Statement
tba, tbc, and tbd	to be advised, to be confirmed, and to be determined
T.O.	top of
TW and TWL	Tailwater, and tailwater level (refer to Glossary)
typ	typical
u.n.o. or uno	unless noted otherwise
U/S or u/s	upstream
WAE	work as executed (as constructed/built)
WNSW	WaterNSW
WL and WSL	water level; and water surface level
WLL	working load limit (typically in tonnes or kilograms)
w.r.t.	with respect to



1. Introduction

The Balranald Shire Local Government Area (LGA) is found in Muthi Muthi country in the Riverina region of NSW and covers an area of 21,346 square kilometres. Majority of the population live in the Urban Centre Localities (UCL) of Balranald and Euston. Other localities within the Shire include Kyalite, Hatfield, Penarie, Clare and Oxley. A map of the Balranald Shire is shown in Figure 1-1

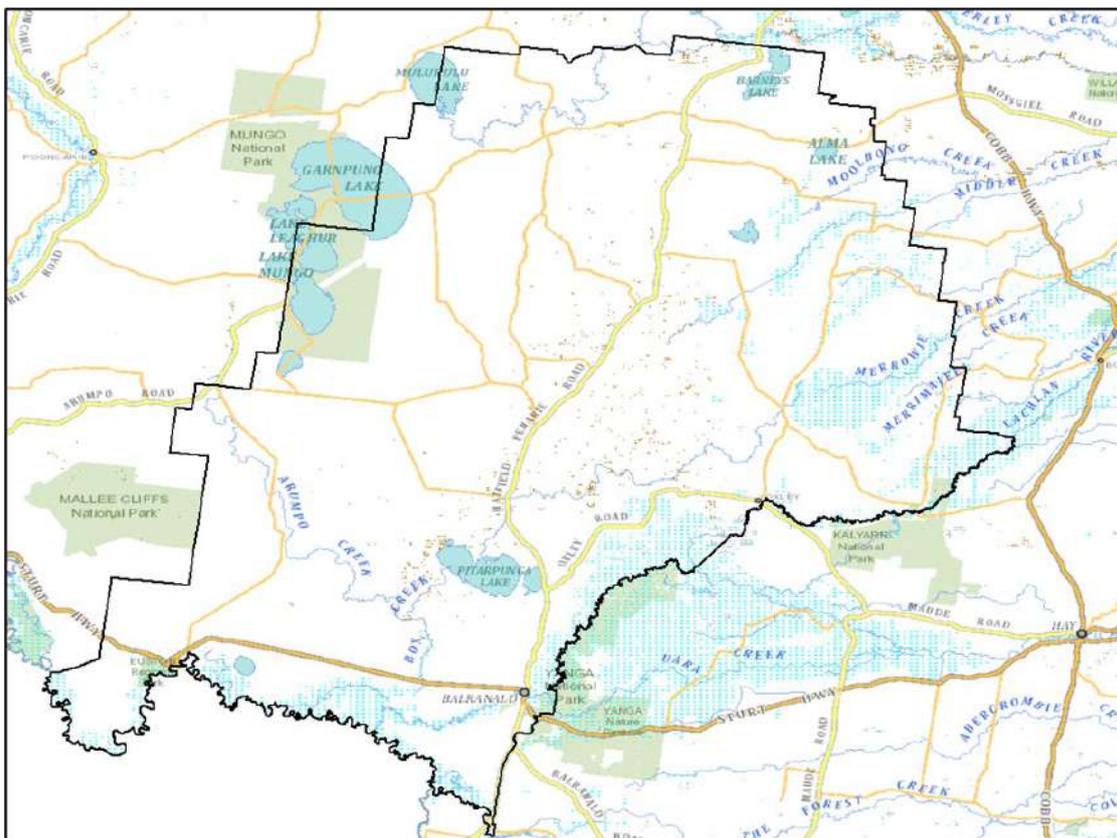


Figure 1-1: Balranald Shire Local Government Area map

The towns of Balranald and Euston have water schemes supplying potable water to inside the home and non-potable water for external uses such as gardening, as well as a reticulated sewer scheme.

The remote villages and rural localities throughout the LGA include Kyalite, Hatfield, Penarie, Clare and Oxley. Residents in these localities treat wastewater using On-Site Sewage Management Systems (OSSMS). Drinking water is usually in the form of a rainwater tank or groundwater bores.

2. Strategic context

A Local Water Utility’s (LWU’s) Water and Sewerage (W&S) Strategic Plan is a 30-year strategy for the provision of appropriate, affordable, cost-effective, and sustainable urban water services that meet community needs and protect public health and the environment. The Strategy:

- Identifies the water supply and sewerage needs of an LWU;
- Right sizes’ any infrastructure projects and determines their priority;

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- Identifies the lowest level of stable Typical Residential Bill (TRB) to meet the agreed levels of service;
- Includes a 30-year Total Asset Management Plan (TAMP) and Financial Plan (FP); and
- Identifies strategies to mitigate identified organisation risks such as drought, water quality health-based targets, climate change and community expectations on levels of service.

The nominated growth and Levels of Service (LoS) targets are the key drivers that impact the development of the TAMP. The 30-year financial plan determines the revenue requirements to support the TAMP and forecasts the Typical Residential Bill (TRB) and the Developer Charge (DC) for the preferred strategy. The process is iterative, and an affordable level of service and TRB is determined through community and stakeholder consultation.

3. Levels of service

The LoS framework developed from objectives and targets relevant to the water supply and sewerage management, has been provided in Table 3-1 and Table 3-2. The performance indicators and targets have been nominated by Council. Each objective has one or more Service Standard (or Design Basis) drawn from legislation, best practice guidelines, and industry practice

Table 3-1: Levels of Service – water supply

Objective	Service Standard (Design Basis)	Performance Indicator	Target	Performance
Water Supply Security				
Adequate potable water for current and future generations with reasonable level of restrictions	5/10/10 rule based on 95 th percentile dry year demand: <ul style="list-style-type: none"> • Duration of water restrictions does not exceed 5% of the time • Frequency of water restrictions does not exceed 10% of years (i.e. on average once every 10 years) • Severity of water restrictions does not exceed 10%. System must be able to meet 90% of unrestricted demand (i.e. 10% average reduction in consumption due to water restrictions.) 			
		<ul style="list-style-type: none"> • Frequency (average number) of drought related Level 3 restrictions 	Nil non-compliances	No water restriction recorded from the production data period provided
		<ul style="list-style-type: none"> • Total percentage duration of drought related restrictions 	Nil non-compliances	No water restriction in the last ten years
Projected town water supply extraction is within the upper limit of the water extraction license and meets any license conditions.	Not exceeding the licensed entitlement and any other conditions	Annual volume of water extracted.	Nil exceedance of annual licensed entitlement.	No exceedance from available data
Drinking water quality				

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Objective	Service Standard (Design Basis)	Performance Indicator	Target	Performance
Provide adequate firefighting capability	System can supply 15 L/s for 4 hours when supplying peak day demands while maintaining adequate pressure.	Percentage of urban area with firefighting facilities. Percentage of system capable of meeting fire engine requirements.	Sufficient capability to service standard	No data

Table 3-2: Levels of Service – sewerage

Objective	Service Standard (Design Basis)	Performance Indicator	Target	Performance	
Reliability of collection and treatment infrastructure					
Maintain Continuous Service Availability	Asset condition rating (default rating 2)	Number of unplanned service interruptions due to asset failure:			
		<ul style="list-style-type: none"> Backup of sewage into properties 	Nil per 365 days	2024/25 0 incidents	
		<ul style="list-style-type: none"> Overflow due to pump failure 	Nil per 365 days	0 overflow in 2024/25	
		<ul style="list-style-type: none"> Main blockage/collapse 	Nil per 365 days	10 breaks and chokes per 100km in 2024/25	
	Workforce resourcing	Response time to incidents			
		<ul style="list-style-type: none"> Priority 1 - Major spill 	One hour	No response time recorded.	
<ul style="list-style-type: none"> Priority 2 - Moderate/major spill 		One hour	As above		
	<ul style="list-style-type: none"> Priority 3 - Minor spill/blockage 	One hour	As above		
Protect the Environment and Receiving waters					
System Performance	Compliance with the EPL	<ul style="list-style-type: none"> Non-compliances with EPL 	Nil non-compliances	Council does not hold any EPL.	
	Contain 8 hours sewage load @ADWF within each SPS	<ul style="list-style-type: none"> Number of overflows @ADWF 	Nil non-compliances	0 overflow in 2024/25	
	Rainfall event with a 20% AEP	<ul style="list-style-type: none"> Number of overflows for the selected rainfall event 	Nil non-compliances	0 overflow in 2024/25	
	Compliance with biosolids guidelines	<ul style="list-style-type: none"> Non-compliances 	Nil non-compliances	Biosolids remain in oxidation ponds for both Balranald and Euston scheme, neither has been desludged recently.	

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Objective	Service Standard (Design Basis)	Performance Indicator	Target	Performance
Effluent reuse quality	Comply with the Recycled Water Management System (RWMS)	<ul style="list-style-type: none"> Non-compliance to the RWMS 	No effluent reuse	No effluent reuse
System performance	Minimise odours	<ul style="list-style-type: none"> Number of odour complaints 	Nil non-compliances	No odour complaints in 2024/25

4. Operating Environment compliance

Balranald Shire Council operates two water supply and two sewerage schemes under the Local Government Act (1993). The Local Government Act and several other legislations influence the way in which Council can provide the urban water and wastewater services and have specific implications for the operation of the schemes. Table 4-1 provides the details of the status of compliance with the legislative and regulatory requirements by the Council.

Table 4-1: Operating environment compliance

Key Legislative Framework and their main purposes	Balranald current performance
Local Government Act (1993)	
This Act aims to provide the legal framework for an effective, efficient, environmentally responsible, and open system of Local Government including the provision, management and operation of water supply and sewerage works and facilities. It covers:	
Section 60 (S60) –A council must not, except in accordance with the approval of the Minister for Primary Industries, do any of the following: <ol style="list-style-type: none"> as to works of water supply—construct or extend a dam for the impounding or diversion of water for public use or any associated works (not applicable), as to water treatment works—construct or extend any such works, as to sewage—provide for sewage from its area to be discharged, treated, or supplied to any person, as to flood retarding basins prescribed by the regulations—construct or extend any such basins. 	Balranald and Euston STP have been in operation prior to 1993, hence the need to obtain a Section 60 approval does not apply. Council does not have an effluent reuse program, hence does not require Section 60 approval
Section 61 – The Minister for Primary Industries or a person authorised by the Minister may direct a council to take such measures as are specified in the direction to ensure the proper safety, maintenance and working of any of the following works: <ol style="list-style-type: none"> dams for the impounding or diversion of water for public use or any associated works, water treatment works, sewage treatment works. 	No directions have been made
Section 64 – As a precondition to granting a certificate of compliance for development, a water supply authority may, by notice in writing served on the applicant, require the applicant to do either or both of the following: <ol style="list-style-type: none"> to pay a specified amount to the water supply authority by way of contribution towards the cost of such water management works as are specified in the notice, being existing works or projected works, or both, to construct water management works to serve the development. 	Council does not have a DSP, however has Developer Contributions.

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Key Legislative Framework and their main purposes	Balranald current performance
Section 68 – Provide an approval to applications to discharge trade waste to Council’s sewerage system	No trade waste policy available Council has future plans implement a policy .
Section 382 – Insurance against liability: <ul style="list-style-type: none"> • A Council must decide for its adequate insurance against public liability and professional liability. 	Council has insurance against public liability, professional indemnity, property protection and motor vehicle insurance under Section 382 of the Act.
Environmental Planning and Assessment Act (1979) (incl. the EPA Regulation 2000).	
This Act aims to encourage proper management of resources, the orderly use of land, the provision of services, and the protection of the environment. It covers: <ul style="list-style-type: none"> - Local Environmental Plans (LEP) - Environmental Impact Statement (EIS) - Reviews of Environmental Factors (REF) 	These legislative and regulatory requirements are generally met by Council.
Public Health Act (2010)	
This Act aims to promote, protect and improve public health; by providing safe drinking water to the community. Section 25 – a supplier of drinking water must have a quality assurance program in place and must comply with its requirements. A Drinking Water Management System (DWMS) satisfies this requirement. The requirements of the DWMS are as follows: <ul style="list-style-type: none"> - Produce an annual report to be made available to consumers, regulatory authorities and stakeholders - The DWMS will be internally reviewed. The review will assess Council’s performance in relation to: <ul style="list-style-type: none"> ▪ CCPs and their exceedances ▪ Improvement Plan ▪ Record keeping ▪ NSW Health Database performance 	Council has a DWMS and completes annual returns Council as of 2024/25 use Water Services Association Australia Codes (WSAA).
Water Management Act (2000) and Water Act (1912)	
This Act promotes the sharing of responsibility for the sustainable and efficient use of water between the NSW Government and end users and provides a legal basis to manage NSW water planning, legal allocation of water resources and water access entitlements.	Council extracts water from Murrumbidgee and Murray rivers.
Protection of the Environment Operations Act (1997)	
Section 43 Environment protection licenses may be issued to authorise the carrying out of scheduled activities at any premises, as required under section 48, This clause applies to sewage treatment, meaning the operation of sewage treatment systems that involve the discharge or likely discharge of wastes or by-products to land or waters	Council does not require EPLs for the operation of their STPs.
Work Health and Safety Act 2011 and WHS Regulation 2011	
To provide for a balanced and nationally consistent framework to secure the health and safety of workers and workplaces. Under the Act, for Workplace Management, Council has a duty to: <ul style="list-style-type: none"> • Identify hazards • Manage risks to health and safety • Implement, maintain and review risk control measures. 	Council is compliant
Fluoridation of Public Water Supplies Act (1957)	

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Key Legislative Framework and their main purposes	Balranald current performance
This Act covers the addition of fluoride to public water supply under the NSW Fluoridation Code of Practice.	The Balranald filtered water supply is fluoridated. Euston filtered water supply is not fluoridated.
Dam Safety Act 1978	
Under this Act, the owner of any dam listed as a prescribed dam must meet the requirements of the NSW Dams Safety Committee (DSC). The DSC assigns dams a consequence category relative to their dam failure consequence, and this determines the level of reporting and type of actions required by the dam owner as part of their Safety Management System (SMS).	Council does not operate any prescribed dams. Hence, the Dam Safety Act 1978 does not apply to Council.

5. Growth strategy and population projections

5.1 Balranald

In addition to the agricultural growth in the region, Balranald is situated in an advantageous location for future renewable energy. A future interstate connector is planned to pass through the area making Balranald an attractive location to develop solar farms. Already, there are two large scale solar farms operating south of Balranald. These growth outlooks on renewables hold potential to drive temporary construction workers numbers residing in the town.

Permanent residential populations are expected to experience growth. These figures have been adopted from the department of planning. The large increases in population will require significant housing developments and rezoning of available land to provide suitable housing stock. Population projections as provided by Council are shown in Table 5-1.

Table 5-1: Growth projections for Balranald

Population group	Population present	2026	2031	2036	2041	2046	2051	2056
Permanent population (DPE 2019)	All year	1,141	1,224	1,365	1,503	1,639	1,774	1,903
Almond full time management population	All year	0	230	230	230	230	230	230
Renewable energy management population	All year	0	70	70	70	70	70	70
Mineral sands management population	All year	0	70	70	70	70	70	70
Ancillary population as result of above	All year	0	230	230	230	230	230	230
Total Permanent population		1,141	1,824	1,965	2,103	2,239	2,374	2,503
Almond Itinerant workers summer peak	Jan – Apr	0	200	200	200	200	200	200
Future almond processing population	Jan – Apr	0	0	230	230	230	230	230
Renewable energy construction workers	All year	0	350	350	350	350	350	0
Mineral sands workforce	All year	0	100	100	100	100	0	0
Total Temporary population		0	650	880	880	880	780	430
Peak Population		1,141	2,474	2,845	2,983	3,119	3,154	2,933

An overview of the spatial distribution of the growth is shown in Figure 5-1. An additional 66 lots could be available in the greenfield space just north of the Balranald Accommodation Village (BAV), but this is reserved for a duplication of the BAV. The duplication of the BAV is required to provide sufficient

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accommodation for temporary and itinerant workers. The strategy assumes all additional construction and itinerant workers will be housed in the BAV.



Figure 5-1: Spatial distribution of growth at Balranald

5.2 Euston

Euston has experienced housing supply pressures due to growth in the local agricultural industries. Growth profiles were researched and Council has indicated that a faster population growth is more imminent. Council expects an increase in population driven by the Swan Hill Council’s crackdown on informal on-farm accommodation. Jobs are also expected to be created due to agricultural intensification. In addition; land surrounding the Euston town site is held in fee simple.

Based on this, Council has forecasted future growth for the Euston service area as follows:

- First ten years, starting 2026: 11 new lots/year
- Following fifteen years: 15 new lots/year

The forecast number of water and sewer assessments for the Euston service area is provided in

Table 5-2: Forecast number of assessments for the Euston service area

	2025	2026	2031	2036	2041	2046	2051	2056
Residential	265	276	331	386	461	536	611	686
Non-residential	34	35	36	37	38	39	40	41

6. Balranald potable and on-potable water supply

The Balranald Raw Water Supply System (BRWSS) provides non-potable water to the town of Balranald for external use. A diagram of the scheme is shown in Figure 6-1.

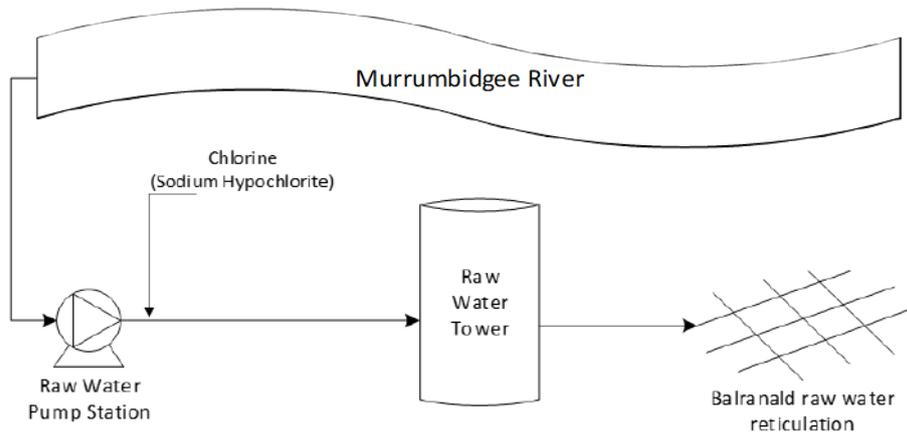


Figure 6-1: Balranald raw water supply scheme

Council has as of 2025/26 dispensed with sodium hypochlorite and replaced this with Chlorine gas.

6.1 Water source

The raw water is extracted from the Murrumbidgee River. The raw water intake structure is located 40m downstream of the potable water intake

The potable water river intake is located down a steep bank with no access path as shown in Figure 6-2. When the water level in the River is low, Council must extend the intake to the centre of the river to access water. This cannot be done in a safe manner with the current access to the intake.



Figure 6-2: Balranald potable water supply – intake arrangement

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6.2 Water treatment

Raw water is disinfected using chlorine gas and pumped to the raw water tower from where it gravitates through the non-potable reticulation system. The raw water tower is the only water storage in the distribution system.

The Balranald water treatment plant is a conventional filtration plant built in 1988 with a design capacity of 1.1 ML/day (14 L/s over 22 hours). An aerial view and the schematic diagram of the WTP are provided in Figure 6-3.



Figure 6-3: Balranald water treatment plant – Aerial view

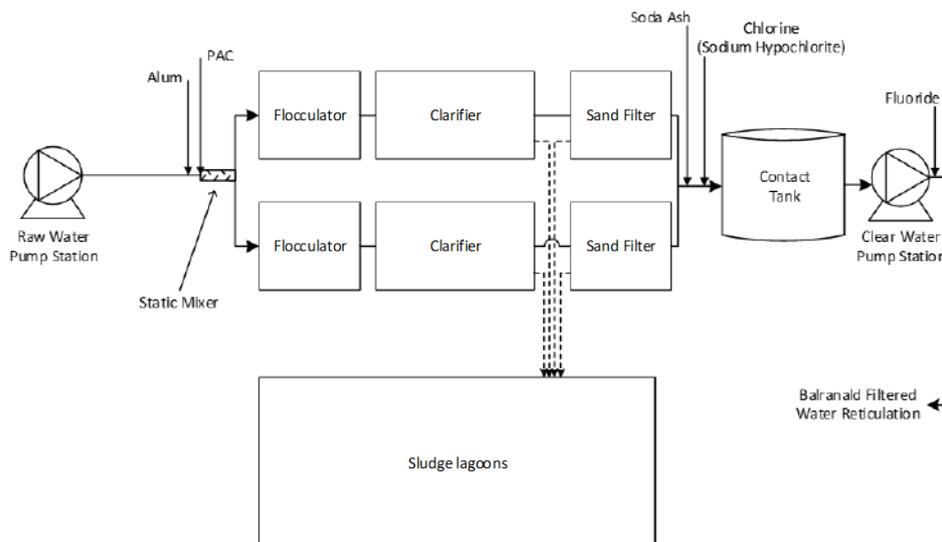


Figure 6-4: Balranald water treatment plant – schematic diagram

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Council has dispensed with sodium hypochlorite and replaced this with Chlorine gas.

6.3 Distribution system

Following treatment, water is pumped to the filtered water tower. The 1.1 ML filtered water tower is the only water storage in the distribution system. It was originally built in 1963 as a raw water reservoir but converted to a potable water reservoir in 1985. Water gravitates to the town from the tower. The potable water service area is shown in Figure 6-5.

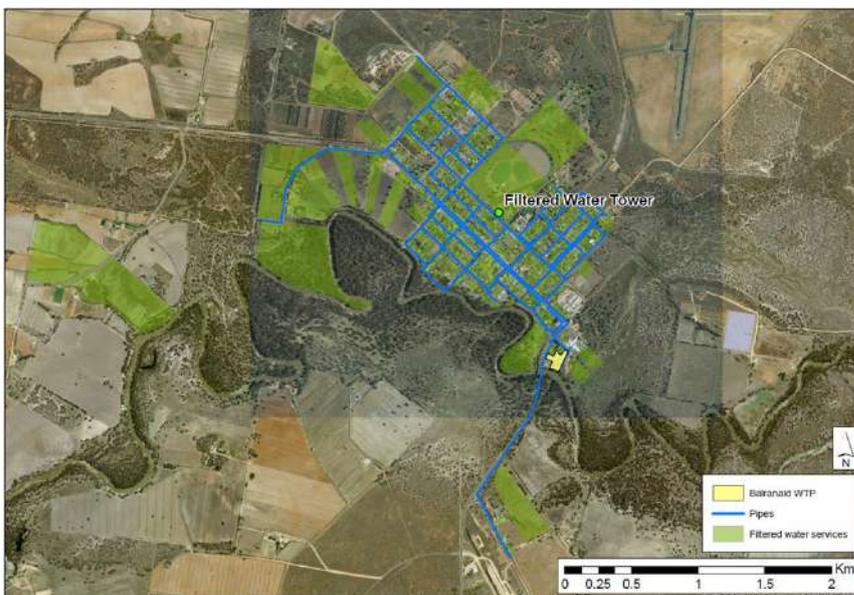


Figure 6-5: Balranald potable water supply – service area

6.4 Water projections

Projections of the average year demand are used for revenue planning, unrestricted dry year demand for sizing of headworks, and peak day production for sizing of water treatment works, reservoirs and pumping facilities. These projections for the potable and non-potable water supplies, corrected for future climate change, are provided in Table 6-1 and Table 6-2.

Table 6-1: Balranald non-potable water supply scheme – demand projections

	2018	2019	2024	2029	2034	2039	2044	2049
Current Climate								
Average year (ML)	522	597	890	969	970	971	972	972
Dry year (95th%ile) (ML)	688	788	1,183	1,289	1,290	1,292	1,293	1,293
Peak day (ML)	9.9	11.5	17.7	19.4	19.4	19.5	19.5	19.5

Table 6-2: Balranald potable water supply scheme – demand projections

	2018	2019	2024	2029	2034	2039	2044	2049
Current Climate								
Average year (ML)	177	209	338	373	373	373	374	374
Dry year (95th%ile) (ML)	187	222	359	396	396	397	397	397

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	2018	2019	2024	2029	2034	2039	2044	2049
Peak day (ML)	1.1	1.3	2.2	2.4	2.4	2.4	2.4	2.5

6.5 Water security assessment

The water security assessment for a water supply scheme considers the following:

- That Council’s Water Access Licence (WAL) entitlement is sufficient to supply the 30-year forecast unrestricted annual demand
- The secure yield of the headworks is sufficient to supply the 30-year forecast unrestricted annual demand and provide drought resilience

License entitlement

The forecast water requirements for the nominated growth strategy are expected to exceed Council’s water access license entitlement. The timing of this exceedance is related to the realisation of the growth, especially the growth linked to the commencement of the major projects such as renewable energy, solar farms, interstate connectors which increase the itinerant and permanent workforce.

Drought reliability

DCCEEW has undertaken an assessment of climate scenarios on supply shortfalls for town water supplies in the NSW Murrumbidgee Region. The assessment shows that there will be no shortfall in available water supply to meet the future unrestricted annual demand.

6.6 Issues identified and options assessed

6.6.1 Raw water intake assessment

This existing raw water pumping arrangement for Balranald WTP has WHS and manual adjustment issues. During low flows, the weir pool lowers beyond good access for the intake, and operators must manually extend the foot valve further into the weir pool. The criticality adjusted remaining useful life shown in Table 6-3.

Table 6-3: Balranald raw water intake – remaining useful life

Asset	Condition Adjusted Remaining Useful Life	Criticality Rating	Criticality Adjusted Remaining Useful Life
Raw Water Pump Station Civil Works	27	5.0	22
Raw Water Pump Station Mech and Elect Works	1	5.0	0

The following options were assessed to provide a new intake and pumping arrangement:

- New pump on a floating pontoon
- New intake and wet well with submersible pumps
- New intake with draft tubes and submersible turbine pumps
- New shared potable and non-potable intake and pump station

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The new shared potable and non-potable intake and pump station was assessed as being the preferred option.

6.6.2 Water quality and treatment assessment

A condition assessment of the Balranald water treatment plant was undertaken. The condition and criticality adjusted useful life of the water treatment plant is presented in Table 6-4.

Table 6-4: Balranald water treatment plant – remaining useful life

Asset	Condition Adjusted Remaining Useful Life	Criticality Rating	Criticality Adjusted Remaining Useful Life
Treatment Plant Civil Works	38	5.0	32
Treatment Plant Electrical Works	1	5.0	0
Pump Station Civil Works	27	5.0	22
Pump Station Mech and Elect Works	16	5.0	13
Fluoridation Plant Civil Works	49	5.0	41
Fluoridation Plant Mech and Elect Works	25	5.0	21

Based on the condition assessment of the plant, there are two sub-options to augment the capacity of the plant:

1. Refurbish the existing plant and construct a new process train to provide the additional capacity.
2. Abandon the existing plant and construct a new plant.

6.7 System capacity assessment

Non-potable water supply

The system capacity will not be sufficient to meet the levels of service for the forecast water demands. This can be managed by a combination of reducing the system losses and increasing the raw water pumping capacity. If a combined new intake is constructed, the increased raw water pumping capacity should be considered in the sizing of the new pumps and the new common raw water rising main to the potable and non-potable water supply. An allowance is provided in the asset management plan.

Potable water supply

An analysis of the system capacity showed that the reservoir drawdown, when supplying future demands during peak periods, resulted in not meeting the minimum service pressure to the customers.

6.8 Options assessment

Options to augment the potable water supply system capacity include upgrading the WTP capacity and providing either additional reservoir storage or booster pumps to meet the levels of service. A summary of all the sub-options assessed is presented in Table 6-5.

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*Table 6-5: Balranald potable water supply – options assessed*

Option	Booster pumps	Total reservoir		WTP capacity/staging		WTP Description	Supply reliability during peak day (hrs)	
		Capacity (ML)	Staging	Capacity (ML/d)	Staging		@8am	@12pm
1A	Yes	1.1 + 5	Upfront	New 1.4	2031	Deferred replacement WTP	29.5	30.5
1B	Yes	1.1 + 5	Upfront	1.1 + New 0.3	2031	Deferred augmentation	29.5	30.5
2A	Yes	1.1 + 1.1	Upfront	New 1.8	2030	Replace WTP	8	8.5
2B	Yes	1.1 + 1.1	Upfront	1.1 + New 1.1	2028	Augment existing WTP	8	8.5
3A	Yes	1.1	No upgrade	New 2.2	2023	Replace with 2.2ML WTP	3.5	5
3B	Yes	1.1	No upgrade	1.1 + New 1.1	2023	Duplicate WTP	3.5	5

A triple bottom line assessment was undertaken to rank the options that were developed. The criteria and their weightings, with a score for each option, is provided in Table 6-6.

Table 6-6: Assessment of Balranald water supply augmentation options

Criteria	Weighting (%)	1A	1B	2A	2B	3A	3B
Maintain continuity of supply during interruption	0.30	5	5	3	3	2	2
Allows for adaptive planning	0.35	5	5	3	3	1	1
Reliability of WTP	0.20	3	2	5	2	5	2
Improves automation and control to comply with the DMS	0.15	3	2	5	2	5	2
Total Score		4.3	4.0	3.7	2.7	2.7	1.65
30 year – present value cost (\$M)		15.4	15.4	9.8	6.8	8.9	5.5
Triple Bottom Line Score		0.28	0.26	0.38	0.40	0.30	0.30
Rank		5	6	2	1	3	3

Option2A, 2B and 3A were taken forward to the scenario development.

7. Euston potable and non-potable water supply system

The Euston Raw Water Supply System (ERWSS) provides non-potable water to the town of Euston for external use. A diagram of the scheme is shown in Figure 7-1.

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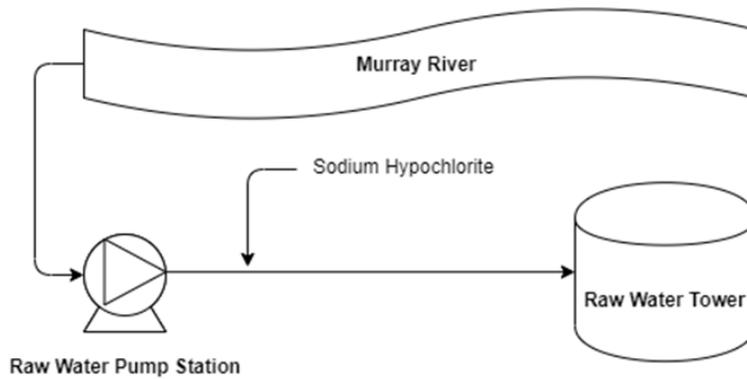


Figure 7-1: Euston non-potable water supply scheme

7.1 Water source

Water for the scheme is sourced from the Murray River. Raw water is pumped directly to the non-potable reservoir.

7.2 Water treatment

Following disinfection, raw water is stored in the raw water tower and gravitates through the non-potable reticulation system. The raw water tower is the only water storage in the distribution system.

The Euston water treatment plant is a dissolved air flotation plant with membrane filtration. A schematic diagram of the WTP is provided in Figure 7-2. It is worth noting that the sodium hypochlorite has been replaced with Chlorine gas

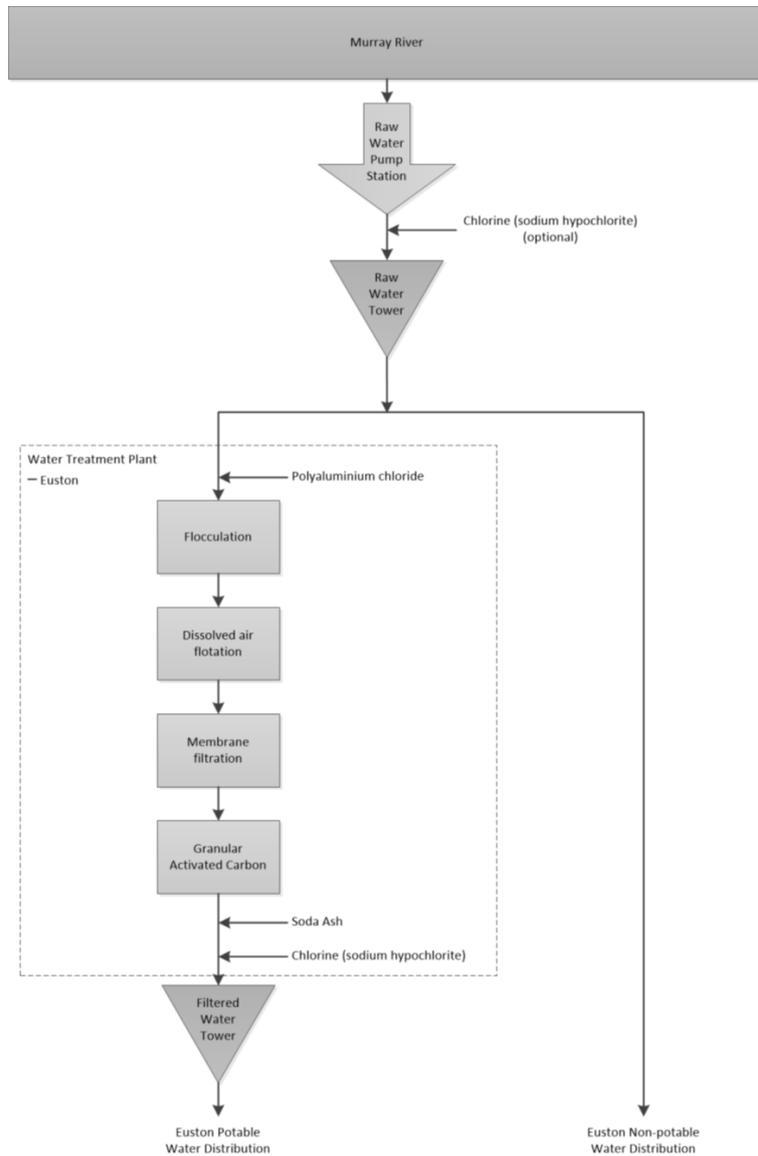


Figure 7-2: Euston water treatment plant – schematic diagram

7.3 Distribution system

Following treatment, water is pumped to the filtered water tower through the potable water distribution system. The potable water service area is shown in Figure 7-3.

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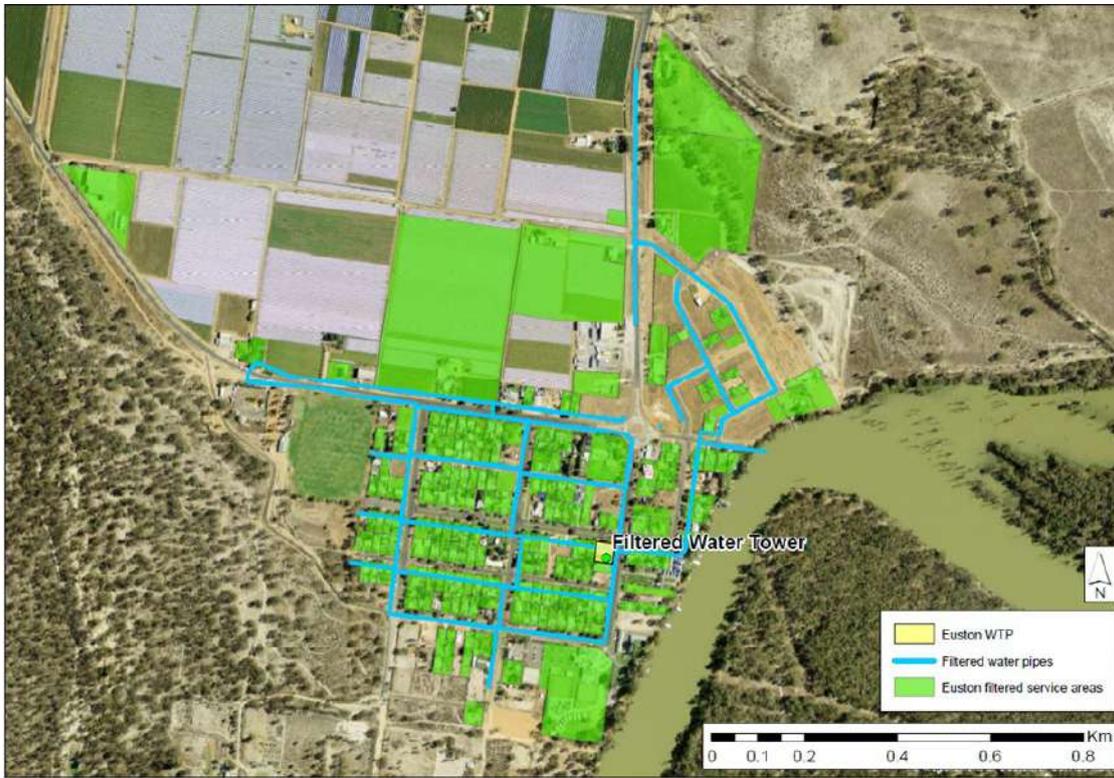


Figure 7-3: Balranald potable water supply – service area

7.4 Water projections

Projections of the average year demand are used for revenue planning, unrestricted dry year demand for sizing of headworks, and peak day production for sizing of water treatment works, reservoirs and pumping facilities. These projections for the potable and non-potable water supplies, adjusted for climate/population change, are provided in Table 7-1 and Table 7-2.

Table 7-1: Euston potable water supply scheme – demand projections

	2018	2019	2024	2029	2034	2039	2044	2049
Current Climate								
Average year (ML)	218	223	246	280	317	352	388	423
Dry year (95th%ile) (ML)	284	289	316	355	397	437	478	518
Peak day (ML)	2.42	2.47	2.76	3.18	3.62	4.06	4.49	4.92

Table 7-2: Euston potable water supply scheme – demand projections

	2018	2019	2024	2029	2034	2039	2044	2049
Current Climate								
Average year (ML)	70	72	79	90	102	114	125	137
Dry year (95th%ile) (ML)	74	76	84	96	109	121	134	146
Peak day (ML)	0.39	0.40	0.46	0.54	0.64	0.73	0.82	0.90

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7.5 Water security assessment

The water security assessment for a water supply scheme considers the following:

- That Council's Water Access Licence (WAL) entitlement is sufficient to supply the 30-year forecast unrestricted annual demand
- The secure yield of the headworks is sufficient to supply the 30-year forecast unrestricted annual demand and provide drought resilience

License entitlement

The forecast water requirements for the nominated growth strategy are expected to exceed Council's water access license entitlement. The timing of this exceedance is related to the realisation of the growth. According to current forecasts this is expected to be around 2030 to 2035.

Drought reliability

DCCEEW has undertaken an assessment of climate scenarios on supply shortfalls for town water supplies in the NSW Murray Region. The assessment shows that:

Under the historical scenario

- There is a 2% likelihood each year of a 6 or more days shortfall where at least 10% of the unrestricted daily demands cannot be met

Which under dry future climate increases to

- 97 or more days shortfall event where at least 75% of the unrestricted daily demands cannot be met (2% chance)

This needs to be considered in the drought contingency planning.

7.6 Issues identified and options assessed

7.7 System capacity assessment

Non-potable water supply

The system capacity will not be sufficient to meet the levels of service for the forecast water demands on some days during a peak week. However since the difference is not significant, reducing the system losses would be able to improve the system pressure such that the levels of service could be met.

Potable water supply

An analysis of the system capacity showed that the reservoir drawdown, when supplying future demands during peak periods, resulted in not meeting the minimum service pressure to the customers.

7.8 Options assessment

Options to augment the potable water supply system capacity include upgrading the WTP capacity and providing either additional reservoir storage or booster pumps to meet the levels of service. The following options were considered:

Option 1: 0.8ML WTP, duplicate the reservoir and install booster pumps

This option involves:

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Stage 1

- Installing booster pumps to provide the required system pressure, allowing higher utilisation of the existing reservoir
- Duplicating the reservoir to increase capacity and reliability
- Augmenting the WTP capacity to 0.8 ML/day by building a second 0.4ML/day process train

Stage 2

- Augmenting the WTP capacity by a further 0.4 ML/d in 2042

Option 2: 0.8ML WTP and augment reservoir

The option involves:

- Building a new 0.95 ML reservoir to increase capacity and reliability
- Duplicating the WTP capacity to 0.8 ML/day

Both the augmentation options were taken forward to the scenario development.

8. Balranald sewerage scheme

8.1 Scheme description

The sewage collection and transfer system of Balranald consists of 6 sewage pump stations (SPS). The service area of the Balranald sewerage scheme is shown in Figure 8-1. And the SPS hierarchy is shown in Figure 8-2.

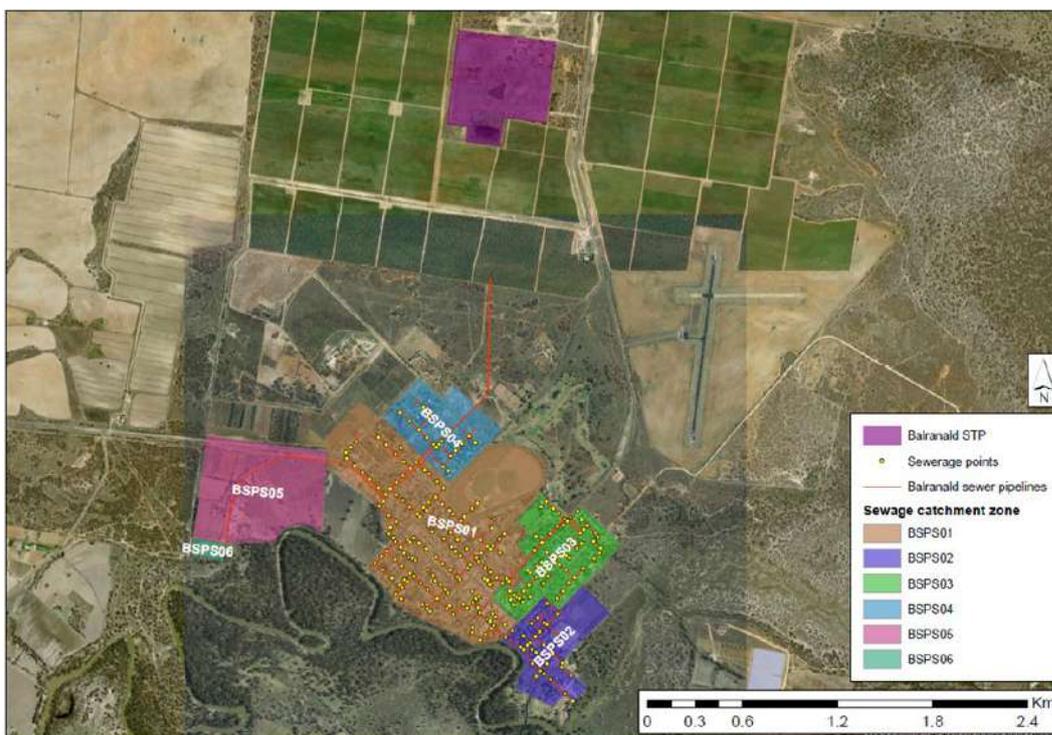


Figure 8-1: Balranald sewerage scheme – service area

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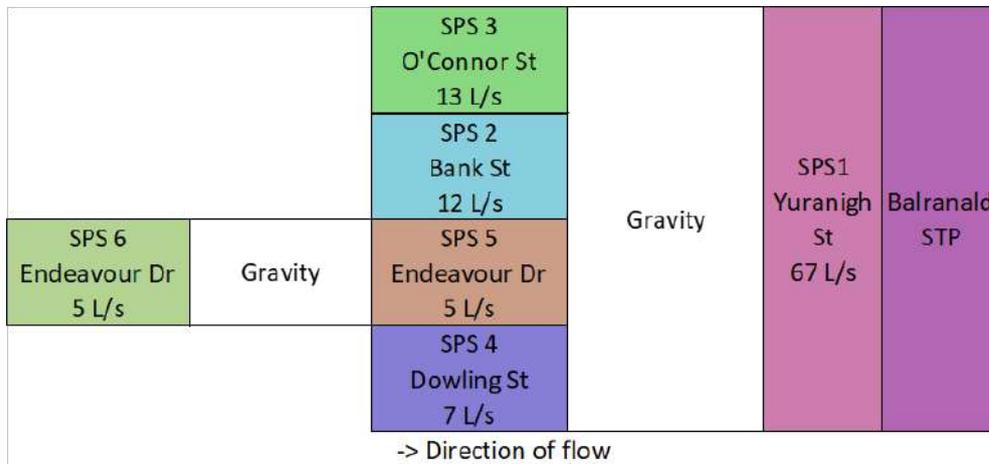


Figure 8-2: Balranald sewerage scheme – pumping hierarchy diagram

8.2 Hydraulic loadings

The historical sewage inflow data to the Balranald STP analysed for this study, is shown in Figure 8-3.

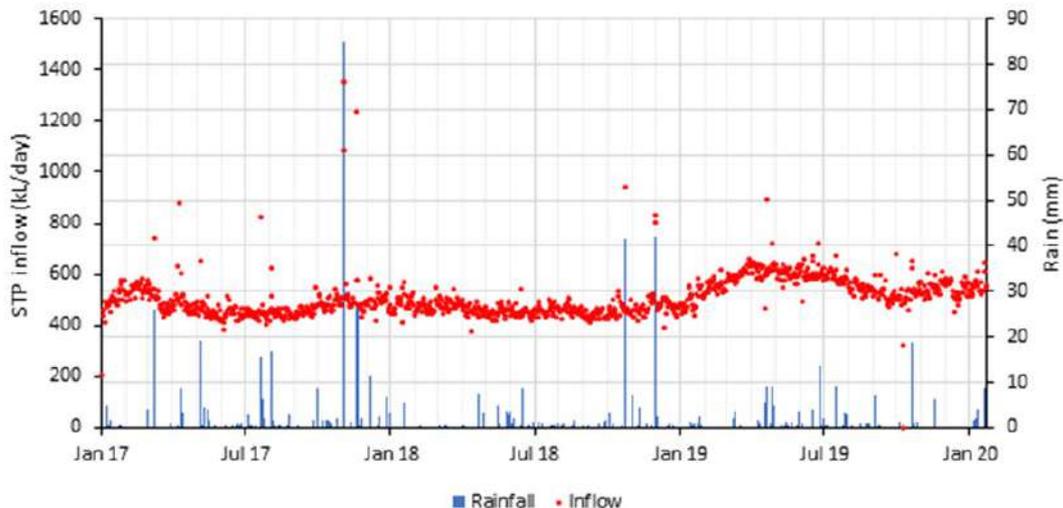


Figure 8-3: Historical daily inflows at Balranald STP

The average dry weather flow (ADWF) was assessed from STP inflows and from the water consumption data. The estimates from the water billing data considered to be more accurate. The ADWF was assessed as being 245 kL/day with a hydraulic loading of about 190 L/EP/day.

8.3 Projections

The projected ADWF for the Balranald sewerage scheme, for the Council nominated growth rate, is provided in Table 8-1.

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Table 8-1: Projected ADFW for the Balranald sewerage scheme

	2019	2024	2029	2034	2039	2044	2049
Council provided growth rate							
Peak sewer EP	1,737	3,890	4,236	4,234	4,232	4,229	4,227
Projected peak ADFW (kL/day)	330	739	805	804	804	804	803

8.4 Sewage treatment plant

The sewage treatment plant, built in 1988 consists of a series of four oxidation ponds with 60 days of total detention time, providing a capacity of 2,000 EP. The aerial view of the STP is shown in Figure 8-4. Treated effluent is evaporated.

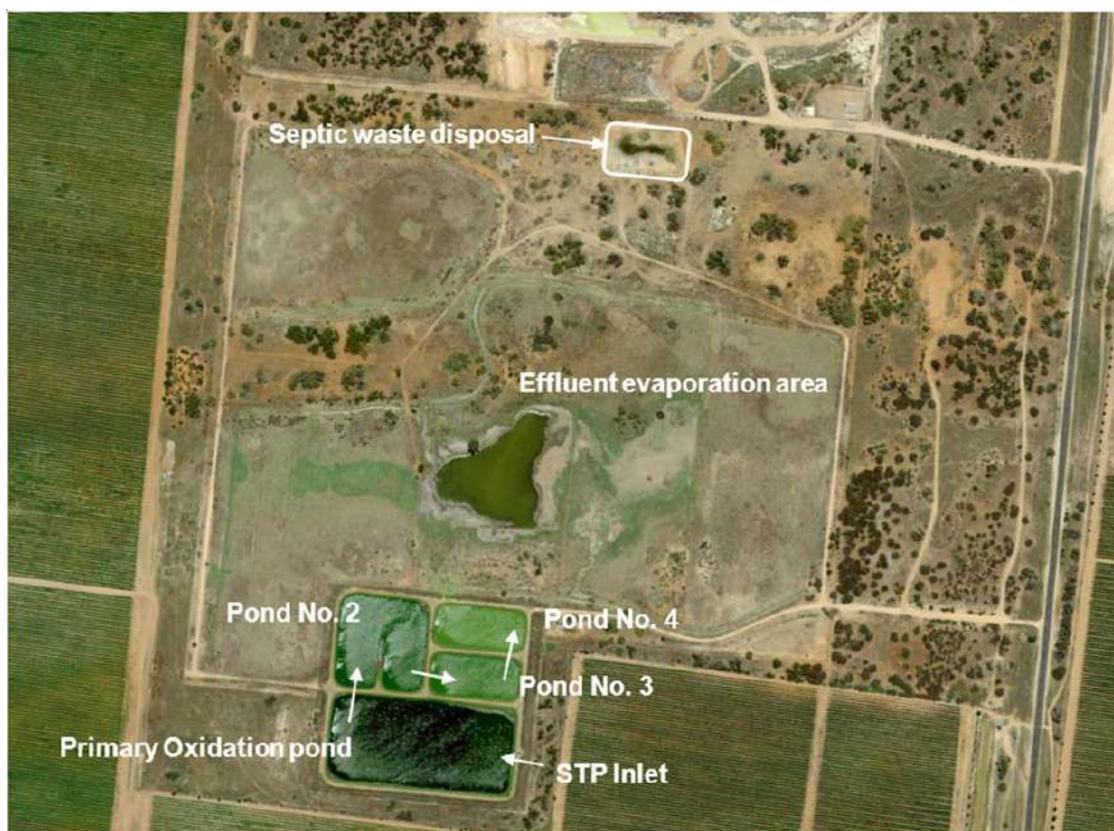


Figure 8-4: Aerial view of Balranald sewage treatment plant

8.5 Capacity assessment

Under the projected growth, the Balranald STP will require a capacity augmentation both hydraulically and biologically. Two options were considered for the capacity augmentation.

Option 1: Additional oxidation pond and effluent disposal by evaporation

An additional 2,000 EP oxidation pond is suggested to meet the peak loading. This includes extra capacity should there be additional growth in the long term. The simplicity of maintenance and



operation with oxidation ponds means it is still the preferred option for treatment. An additional 2,500 EP oxidation pond is also recommended for the existing system as there is no alternate primary oxidation pond should a desludge be required of the first pond. This pond provides additional polishing when not used as a primary oxidation pond. The arrangement for this option is shown in Figure 8-5.

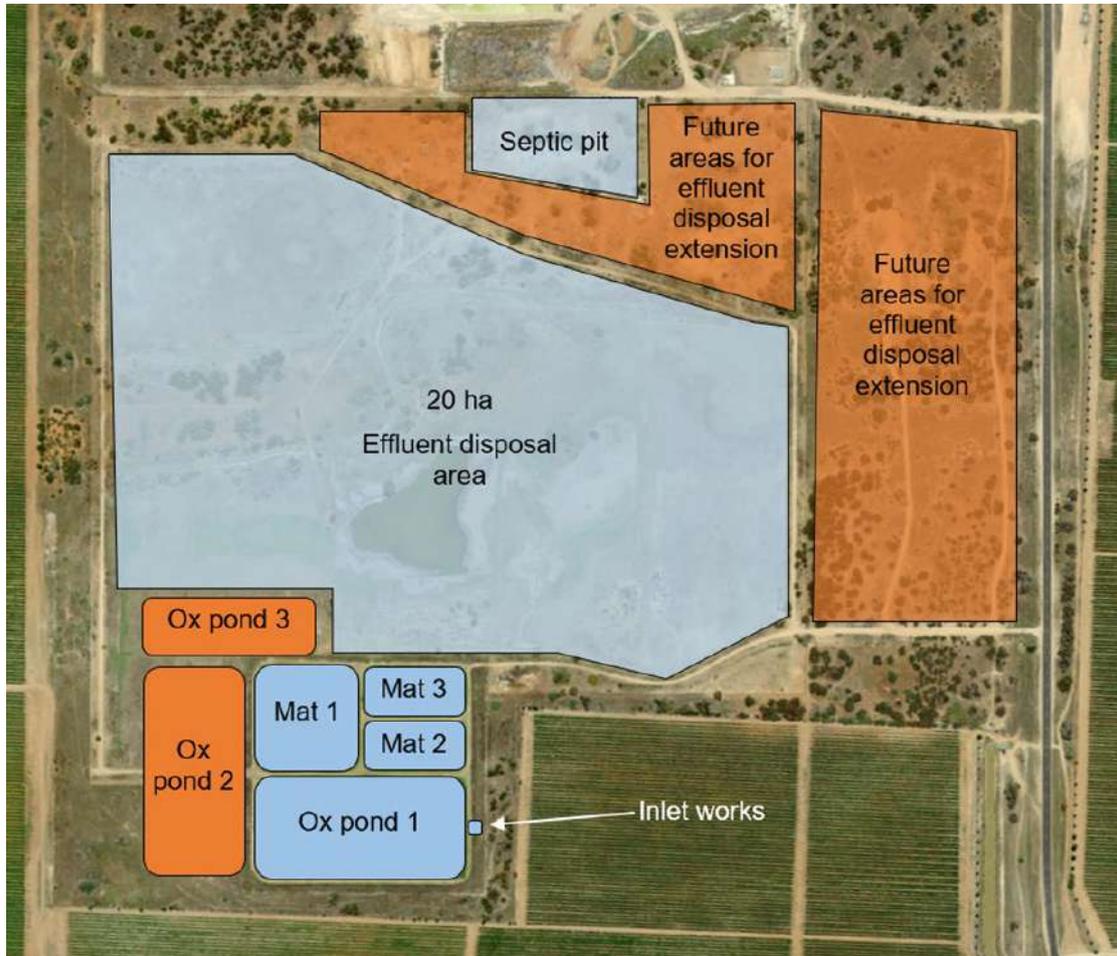


Figure 8-5: Balranald STP augmentation arrangement

Option 2: Additional activated sludge plant and effluent discharge to waterways

Option 2 involves installing an activated sludge (IDEA) process to provide the additional 2,000 EP required. It produces a higher quality effluent compared to oxidation ponds but has higher capital and operational costs. Treated effluent would no longer need to be contained and may be discharged to the environment pending regulatory approvals with EPA

Option 1 was taken forward to the scenario development.

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9. Euston sewerage scheme

9.1 Scheme description

The sewage collection and transfer system of Euston consists of 4 sewage pump stations (SPS). The service area of the Euston sewerage scheme is shown in Figure 9-1 and the SPS hierarchy is shown in Figure 9-2.

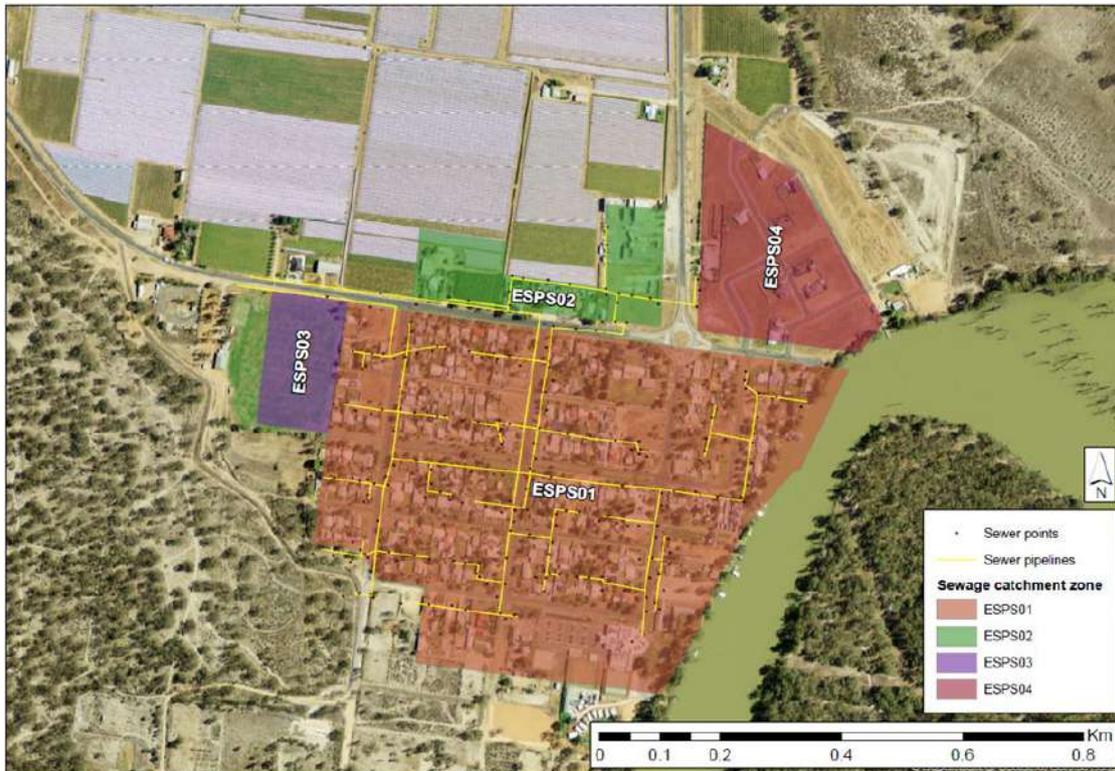


Figure 9-1: Euston sewerage scheme – service area

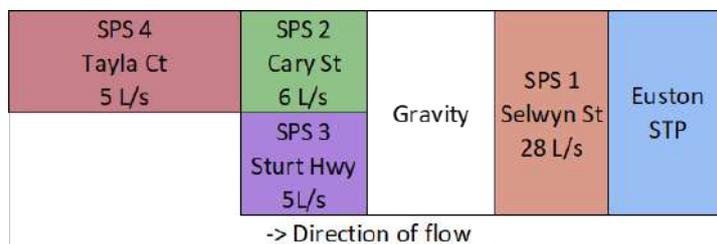


Figure 9-2: Euston sewerage scheme – pumping hierarchy diagram

9.2 Hydraulic loadings

The historical sewage inflow to the Euston STP, analysed for this study, is shown in Figure 9-3.

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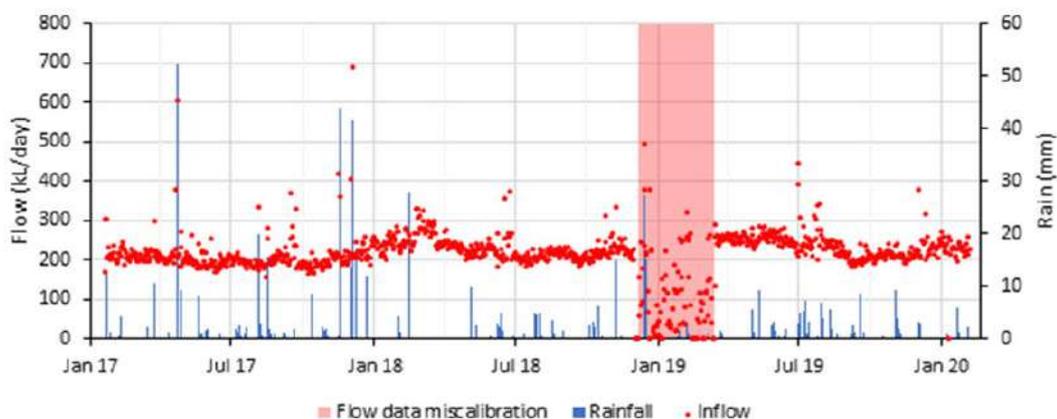


Figure 9-3: Historical daily inflows at Euston STP

The average dry weather flow (ADWF) was assessed from STP inflows and from the water consumption data. The estimates from the water billing data considered to be more accurate. The ADWF was assessed as being 110 kL/day with a hydraulic loading of about 195 L/EP/day.

9.3 Projections

The projected ADWF for the Euston sewerage scheme, for the Council nominated growth rate, is provided in Table 9-1.

Table 9-1: Projected ADWF for the Euston sewerage scheme

	2019	2024	2029	2034	2039	2044	2049
Peak sewer EP	582	647	735	839	939	1,038	1,137
Projected peak ADWF (kL/day)	113	126	143	163	182	201	221

9.4 Sewage treatment plant

The Euston STP was built in 1993 and has a design capacity of 1,100 EP, consisting of a primary and secondary oxidation pond. Following oxidation, there is a maturation pond and two effluent evaporation ponds. An aerial view of the STP is shown in Figure 9-4.

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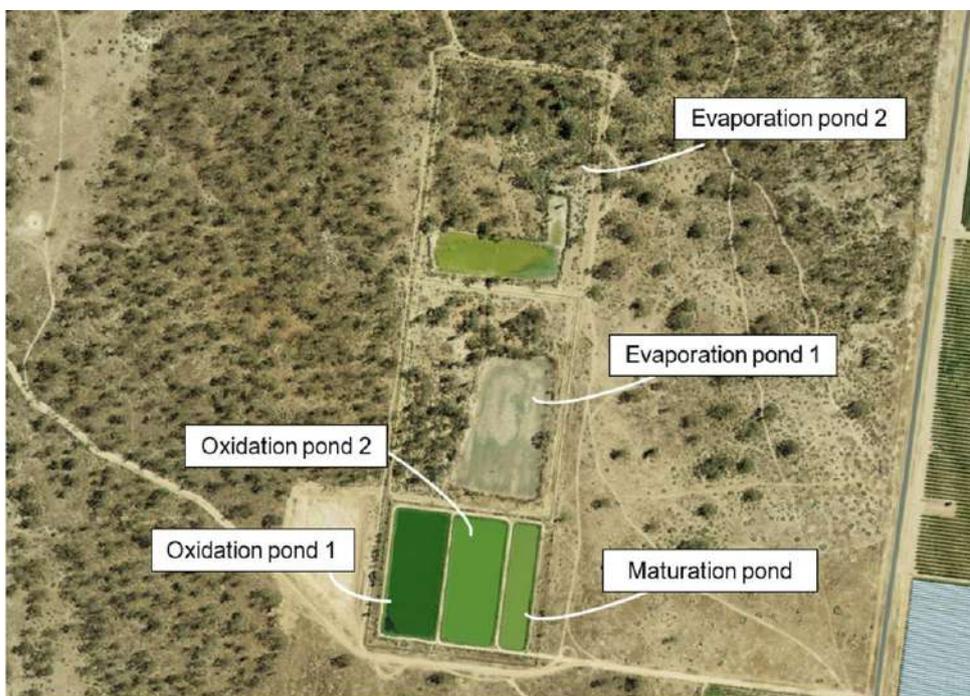


Figure 9-4: Aerial view of Euston STP

9.5 Capacity assessment

Council plans to develop a 400-bed accommodation facility to suit the growing influx of itinerant workers. This is in addition to the long-term permanent growth indicated by the DPE growth profile. The Euston STP is therefore projected to require a capacity augmentation both hydraulically and biologically. The augmented capacity will reclassify Euston STP as a scheduled premise-based activity under the POEO Act Section 36 as the capacity would exceed 2,500 EP. Consequently, Council would need to apply for an EPL.

Considering the existing STP and its performance, duplicating the oxidation pond and adding maturation and evaporation ponds are suggested to meet the peak loading. The construction of new ponds is expected to fit within the same lot boundary, but some minor land clearing may be required. This augmentation would not be required until loading surpasses existing capacity (between 2035 and 2040). This option involves:

- Duplicating an oxidation pond in the empty space adjacent (Ox Pond 3)
- Duplicate the maturation pond
- Modify inlet works to split flow between oxidation ponds
- Construct another evaporation pond

The extent of this augmentation is shown in the aerial photograph in Figure 9-5.

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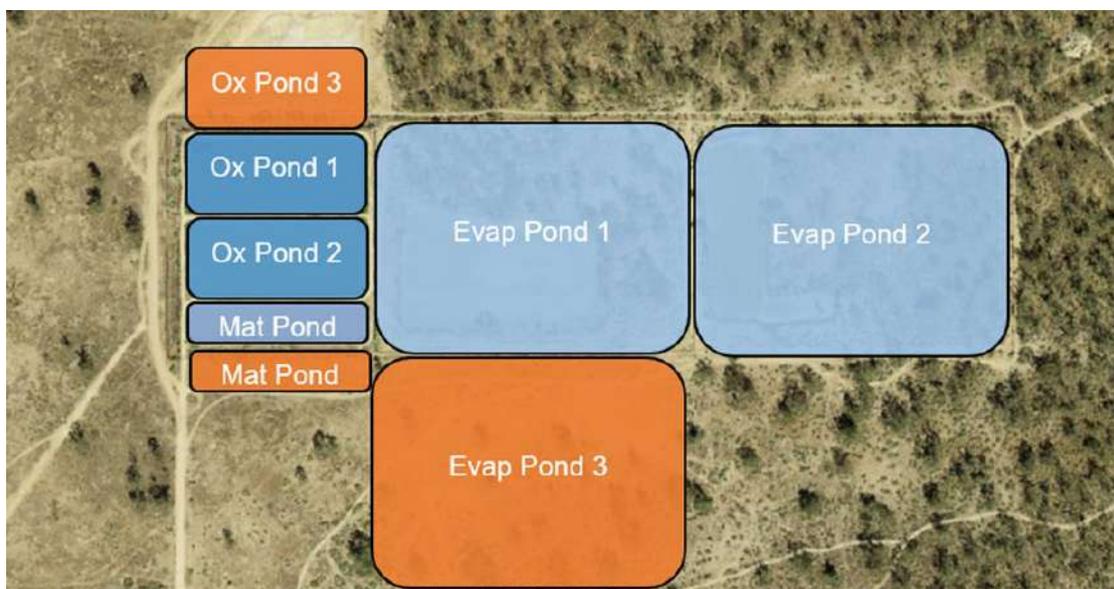


Figure 9-5: Euston STP augmentation arrangement

10. Future actions and implementation plan

10.1 Scenario

Table 10-1 and Table 10-2 show the bundled Scenario segregated for convenience into water supply and sewerage schemes. The issues that are being addressed by each option are also listed.

Table 10-1: Water supply scenario – infrastructure needs

Target for Compliance	Issue	Scenarios		
		1	2	3
Balranald Non-potable water supply scheme				
Condition and criticality of raw water pumping station	Work Health and Safety Issues and inability to access water during low flow in the weir	New shared intake and pumping station		
Meet Level of Service	For the forecast demand the system cannot meet the supply requirements.	Augment capacity of the raw water pumps and rising main to 17 ML/day		
Balranald Potable water supply scheme				
Meet Level of Service	For the forecast demand the system cannot meet the supply requirements.	Option 2A – Booster pump + new 1.1 ML reservoir + new 1.8 ML/d plant in 2 years	Option 2B – Booster pump + new 1.1 ML reservoir + new 0.7 ML/d plant in 2 years	Option 3A – Booster pump + new 2.2 ML/d plant in 2 years

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Target for Compliance	Issue	Scenarios		
		1	2	3
Euston Potable water supply scheme				
Meet Level of Service	For the forecast demand the system cannot meet the supply requirements.	Option 1 – Stage 1: Booster pump + new 0.5 ML reservoir + new 0.4 ML/d plant. Stage 2: New 0.4ML/d plant in 2042	Option 2 – Stage 1: Booster pump + new 0.9 ML reservoir + new 0.4 ML/d Stage 2: New 0.2ML/d plant in 2045	Option 2 – Booster pump + new 0.9 ML reservoir + new 0.4 ML/d plant in 7 years

Table 10-2: Sewerage scenario – infrastructure needs

Target for Compliance	Issue	Scenarios 1
Balranald sewerage scheme		
Meet performance requirements	Currently there is one oxidation pond and it cannot be desludged as there is no alternate pond to receive the sewage during desludging	Construct an additional oxidation pond which will serve as a polishing pond during normal operation and as the primary pond during desludging
Meet Level of Service	For the forecast load the sewage treatment plant cannot meet the capacity requirements.	Construct an additional 2,000 EP pond to meet the capacity requirements due to growth.
Euston sewerage scheme		
Meet Level of Service	For the forecast load the sewage treatment plant cannot meet the capacity requirements.	Construct an additional oxidation pond, maturation pond and evaporation area to meet the capacity requirements due to growth.

10.2 Present value analysis

A present value analysis of the Scenario has been undertaken. Detailed net present value cost estimates for the Scenario are provided in Appendix A.

A summary of the estimated total cost of capital outlay and the present value (PV) of the capital, and the operating and maintenance (O&M) cost estimates over the 30 years for the water supply and sewerage services in the Scenario is shown in Table 13 3 and Table 13 4 respectively.

Table 10-3: Summary of capital and PV costs for the IWCM Scenario – water supply

Scenario	Total capital cost - over 30 years (\$K)	Present value of capital cost @7% (\$K)	Present value of opex @7% (\$K)	Total present value @7% (\$K)
Scenario 1	22,683	18,041	1,356	19,091
Scenario 2	18,448	14,893	1,069	15,962
Scenario 3	21,669	17,060	1,290	18,044



Table 10-4: Summary of capital and PV costs for the IWCM Scenario – sewerage

Scenario	Total capital cost - over 30 years (\$K)	Present value of capital cost @7% (\$K)	Present value of opex @7% (\$K)	Total present value @7% (\$K)
Scenario 1	5,756	3,104	126	3,230

11. Typical residential bill analysis

As part of the assessment of IWCM scenarios, approximate annual Typical Residential Bills (TRBs) for the Council’s water supply and sewerage services have been estimated by developing water and sewer fund financial model. The financial model were developed using DCCEEW’s FINMOD 4 financial modelling software with reference to the historical financial input details based on Council’s 2021-22 and 2022-23 water and sewer income and financial position statements submitted as part of the financial data returns to the Office of Local Government (OLG). Approximate TRBs forecast by the models are expected to be within about 10% of the final TRBs that will be forecast in the Financial Plan for the Council adopted IWCM strategy. All additional inputs and forecast details are in 2023-24 \$.

The financial models for IWCM scenarios have been built upon the base line scenario which corresponds to the Council’s ‘business-as-usual’ 30-year water supply and sewerage asset renewal plans. The estimated capital costs of the IWCM initiatives for each of the scenarios have then been incorporated to the baseline capital works program for the purpose of a comparative TRB analysis of IWCM scenarios.

The 30-year capital works for the IWCM scenarios and the ‘baseline’ scenario program for water supply and sewerage are compared in Figure 11-1 and Figure 11-2 respectively.

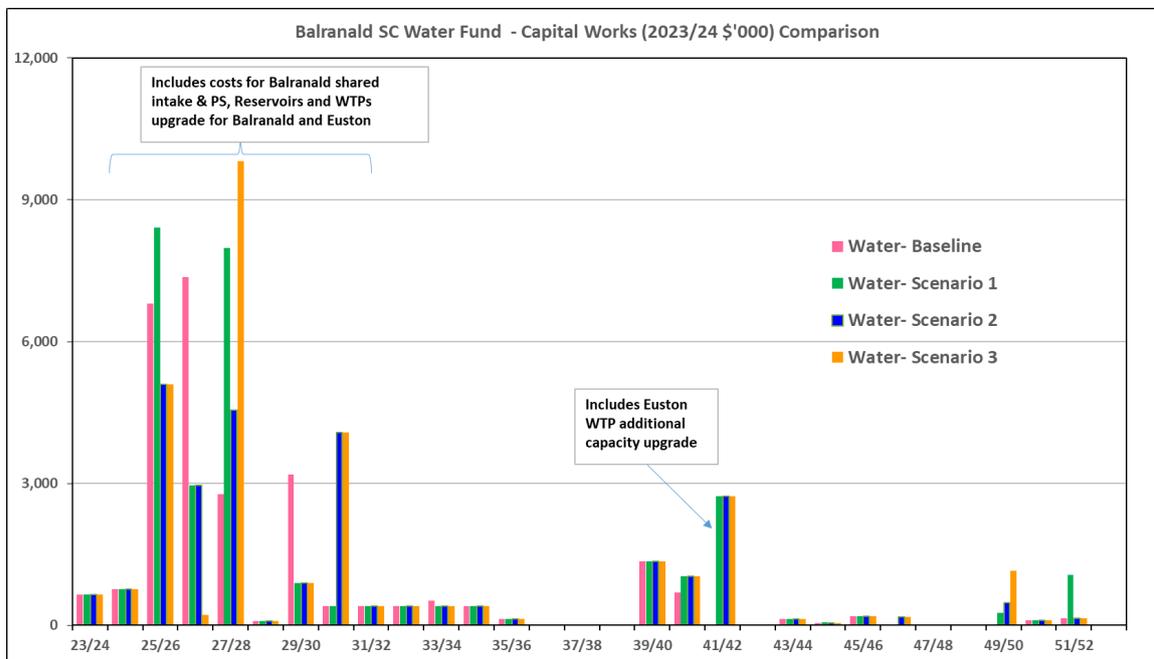


Figure 11-1: Comparison of 30-year Capital Works Programs – Water Supply

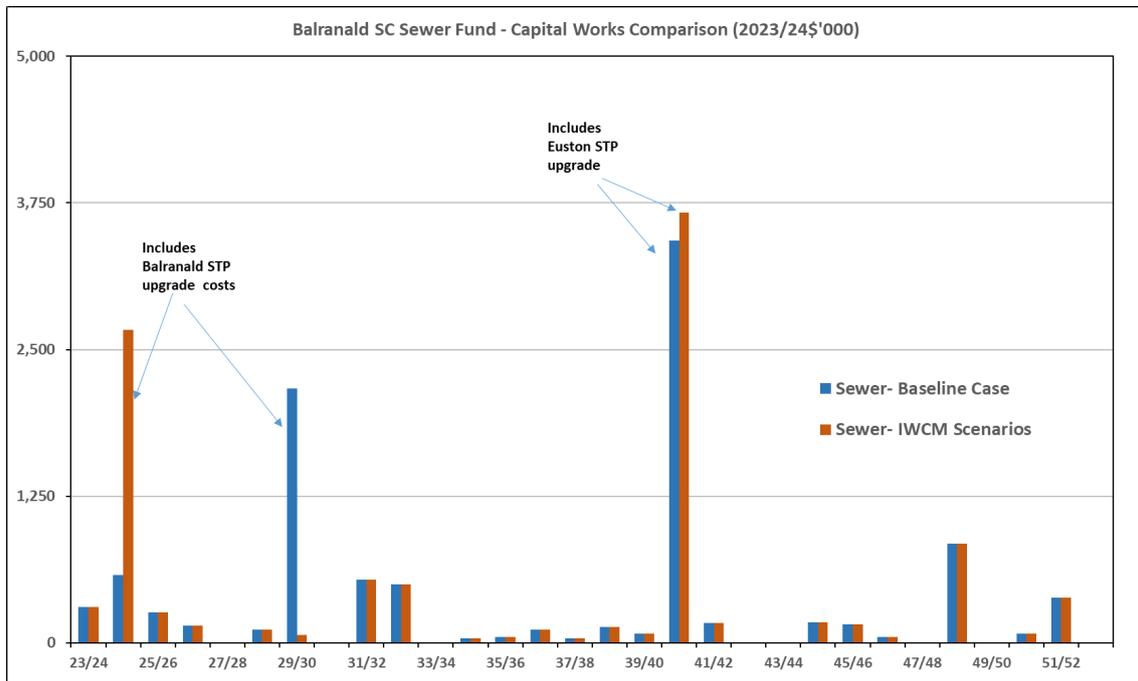


Figure 11-2: Comparison of 30-year Capital Works Programs – Sewerage

The operation, maintenance and administration (OMA) cost estimates for each scenario including additional expenses for IWCM initiatives and the recommended management system improvement measures are compared in Figure 11-3 and Figure 11-4.

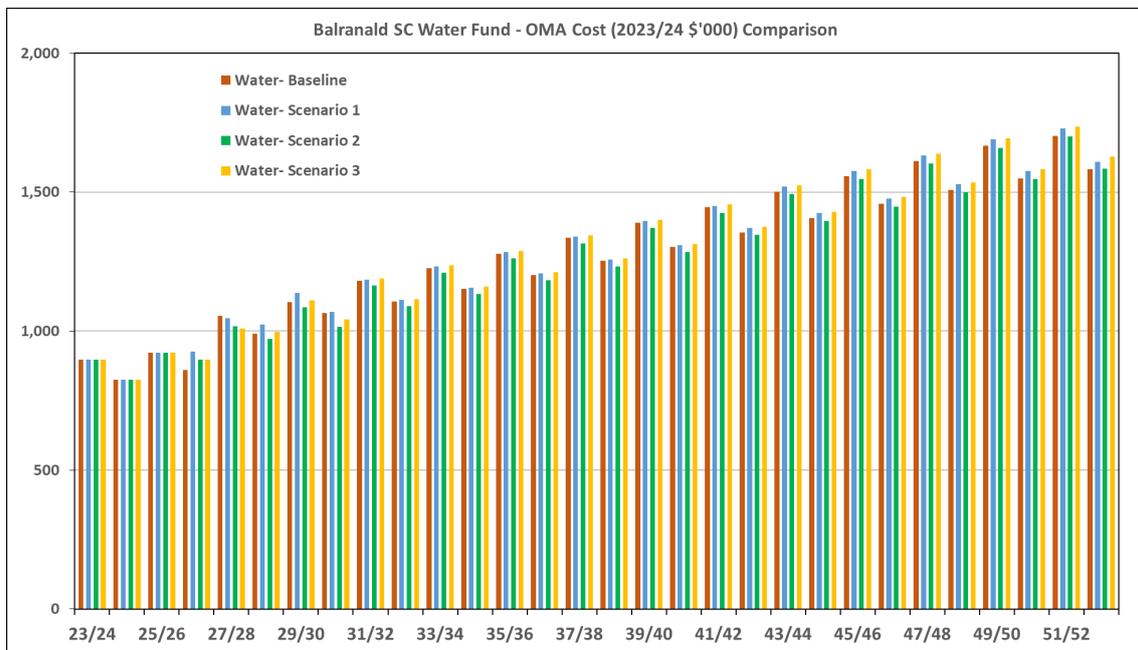


Figure 11-3: Comparison of 30-year OMA Costs – Water Supply

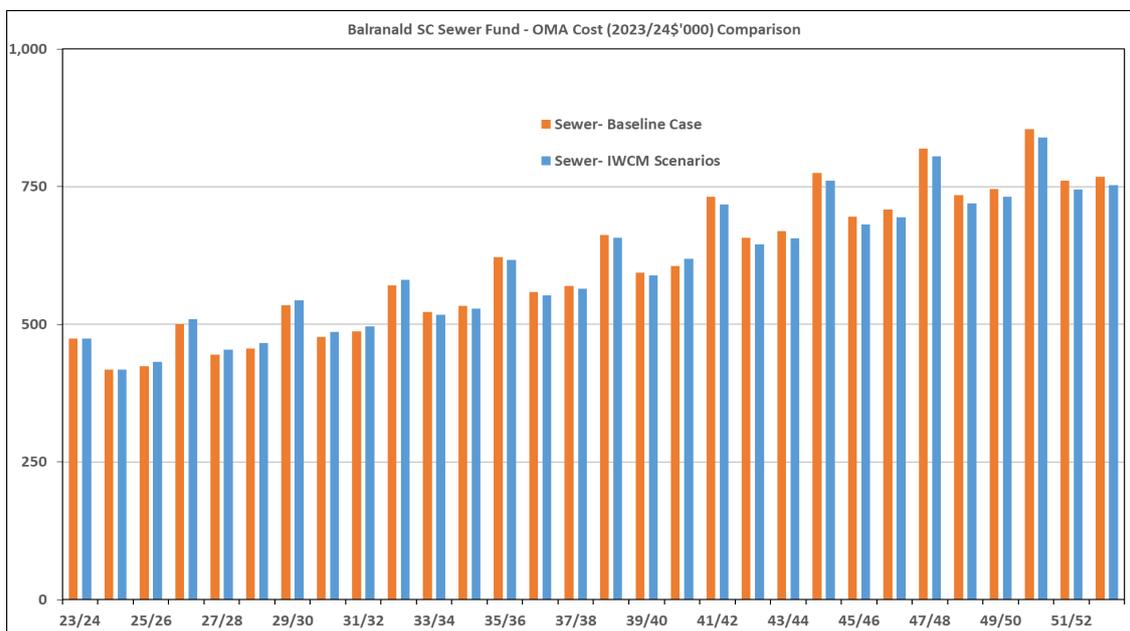


Figure 11-4: Comparison of 30-year OMA Costs – Sewerage

11.1 Water Supply TRB Forecasts

The water fund financial model has been developed with reference to the historic input details based on Council’s 2021-22 and 2022-23 water income and financial position statements submitted as part of the financial data returns to the Office of Local Government. All the model forecast values are in 2023-24\$ and needs to be indexed for CPI/ inflation.

Typical residential water bills for 2023-24 based on the adopted filtered and raw water tariff structure for the Council areas of Balranald and Euston as shown below.

- TRB for Filtered Water: \$785 p.a.
- TRB for Raw Water: \$864 p.a.

Due to different average filtered and raw water consumption between Balranald and Euston customers, weighted average TRBs for filtered and raw water supply has been estimated based on 2023/24 tariff structure. The raw water TRB has been estimated as 1.1 times higher than that of filtered water. Hence, the raw water customer numbers has been adjusted as equivalent filtered water customers for the purpose of financial forecasts.

Financial model considered availability of 90% government grant/ subsidy for the Balranald and Euston WTP capacity upgrade option capital works under the baseline and the IWCM scenarios. No grant/ subsidy for the additional Euston WTP capacity upgrade in 2042 considered. Model forecasts demonstrate that the 2023-24 level of TRB can be maintained for all the forecast period for all the scenarios. The forecast TRBs required from 2024/25 onwards for the IWCM scenarios over the 30-year forecast period are compared in Table 11-1 and Figure 11-5.

At the forecast level of TRBs, after due consideration of government grant/ subsidies, no new loans during the 30-year forecast period will be required to fund any of the planned capital works for the baseline and all the IWCM scenarios. Also, a minimum level of cash and investment of \$500 K can be

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maintained in the water fund throughout the forecast period. The forecast cash and investment levels are compared in Figure 11-6.

Table 11-1: TRB Forecasts for IWCM Scenarios – Water Supply

Scenario	Forecast TRB p.a. in 2023/24\$	
	Filtered Water	Raw Water
BAU Baseline	785	864
IWCM Scenario 1	785	864
IWCM Scenario 2	785	864
IWCM Scenario 3	785	864

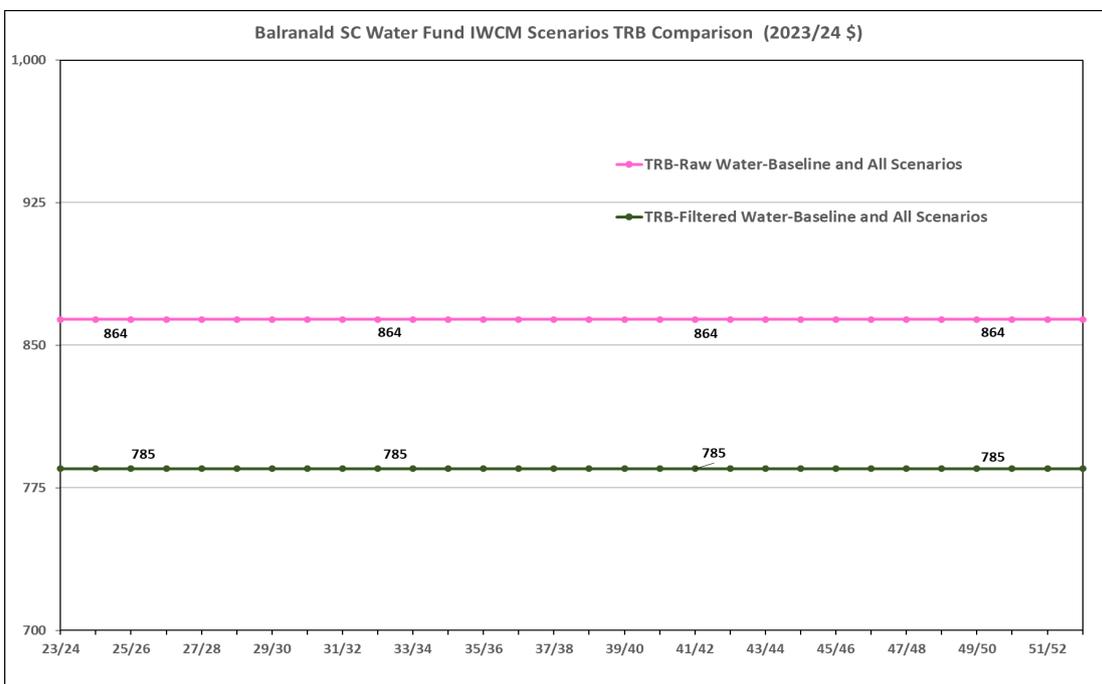


Figure 11-5: TRB Forecasts for IWCM Scenarios – Water Supply

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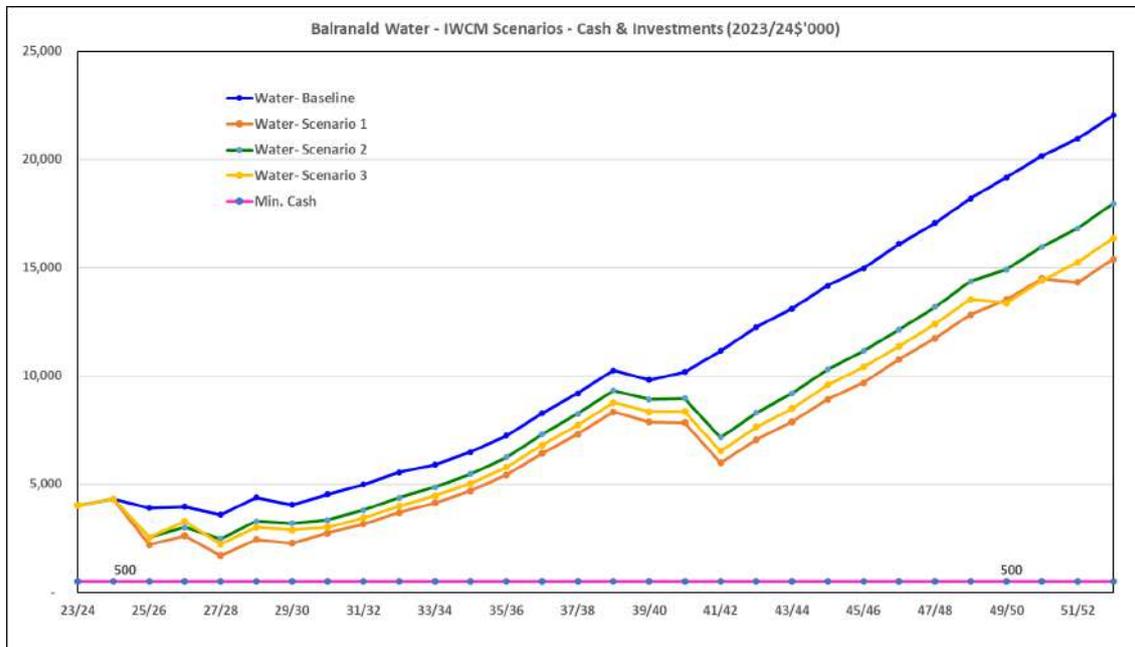


Figure 11-6: Cash Levels Forecasts for IWCM Scenarios – Water Supply

TRBs for filtered and raw water, new loans and cash and investments forecasts were made also for a *no government grant/ subsidy* setting of all the IWCM scenarios. The financial model forecasts are presented in Figure 11-7, Figure 11-8, Figure 11-9, and Figure 11-10.

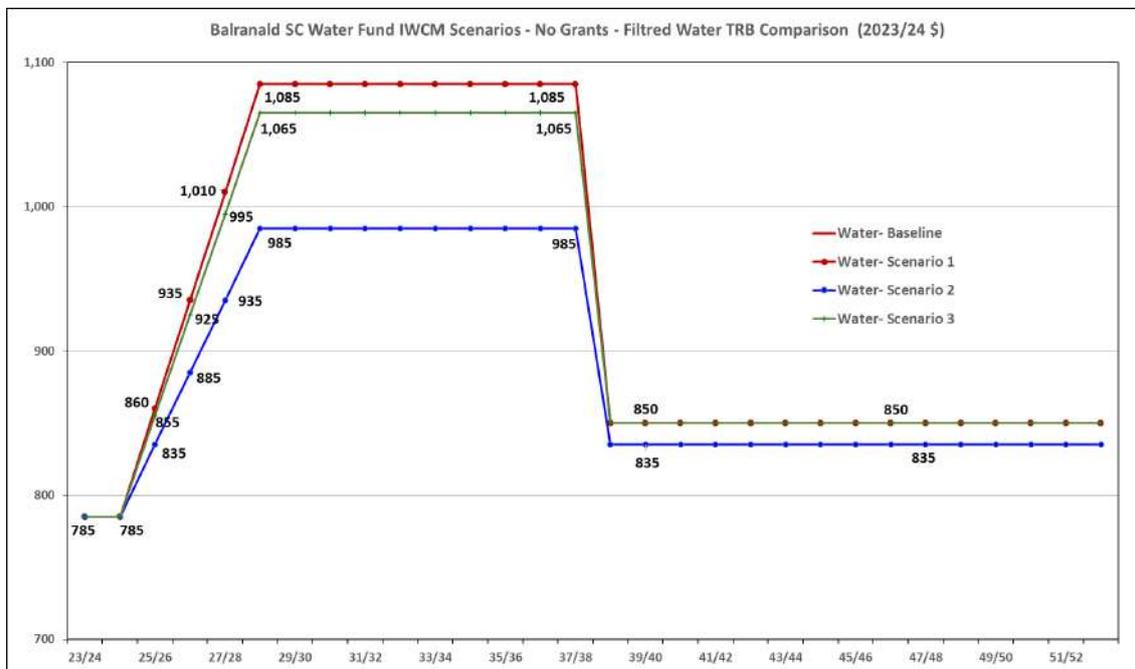


Figure 11-7: TRB Forecasts for IWCM Scenarios – No Grants – Filtered Water Supply

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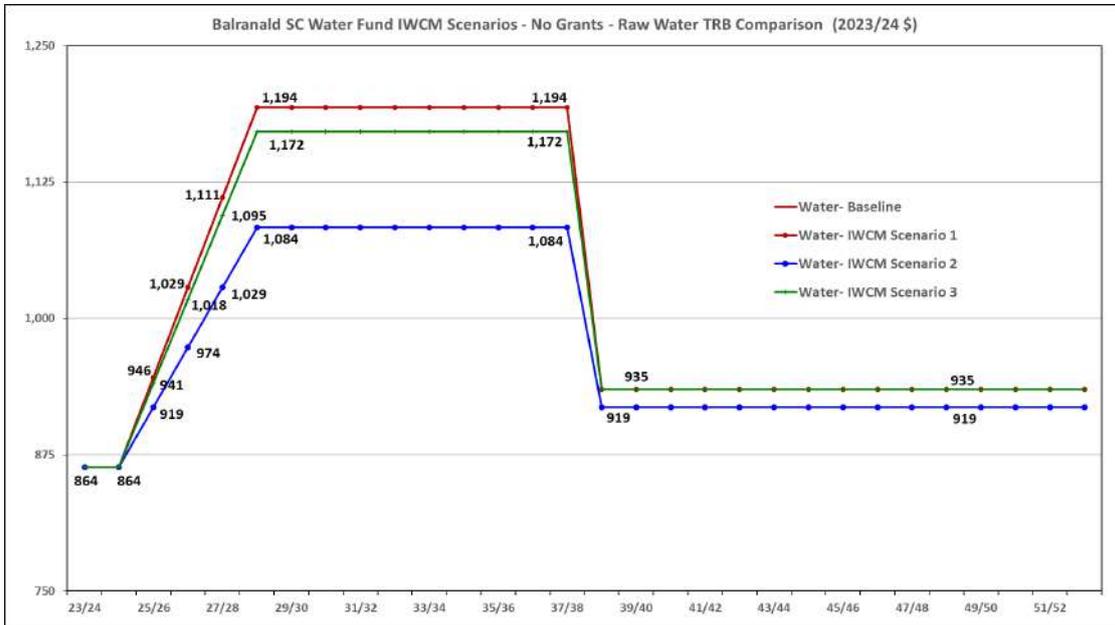


Figure 11-8: TRB Forecasts for IWCM Scenarios – No Grants – Raw Water Supply

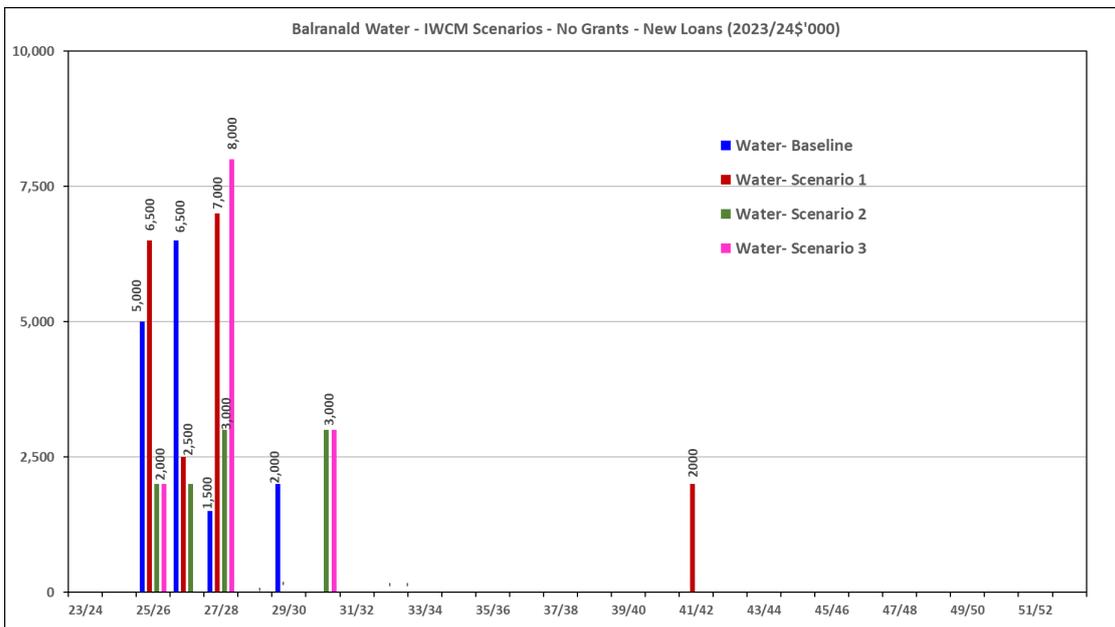


Figure 11-9: New Loans Forecasts for IWCM Scenarios – No Grants - Water Supply

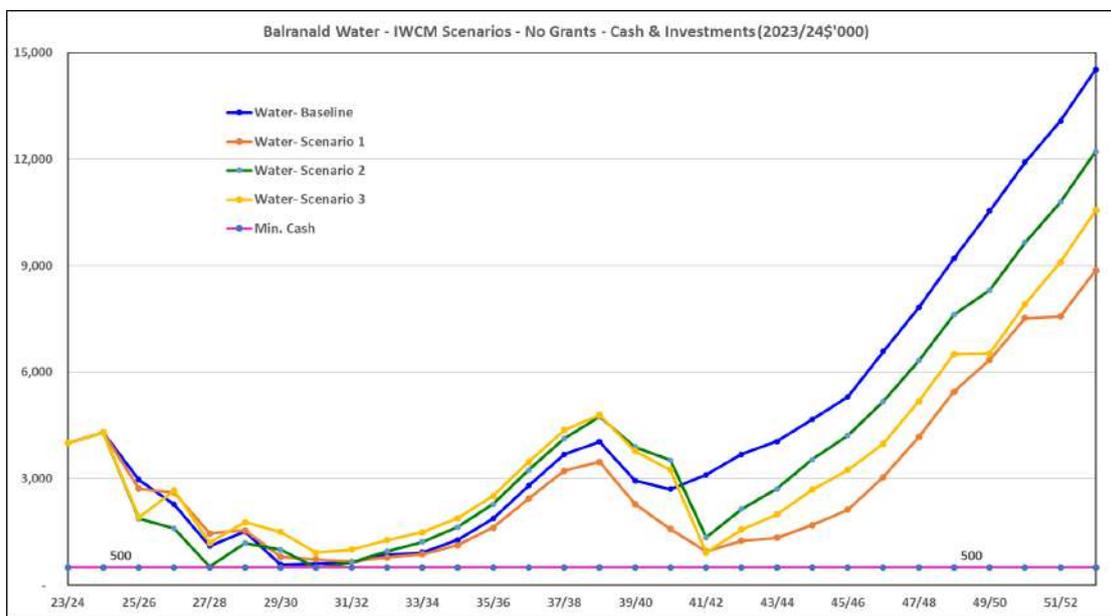


Figure 11-10: Cash Levels Forecasts for IWCM Scenarios – No Grants - Water Supply

The financial modelling forecasts presented in this report are intended as a means for comparing the IWCM scenarios to support the selection of a preferred scenario. Further financial modelling will be carried out for preferred scenario when required adjustments will be made in keeping with Council’s internal financial planning processes.

11.2 Sewerage TRB Forecasts

The sewer fund financial model has been developed with reference to the historic input details based on Council’s 2021-22 and 2022-23 sewer income and financial position statements submitted as part of the financial data returns to the Office of Local Government. All the model forecast values are in 2023-24\$ and needs to be indexed for CPI/ inflation.

The financial models considered availability of 90% grant or subsidy for the Balranald and Euston STP upgrade capital works for the baseline as well as for all the IWCM scenarios. Council has adopted a typical residential sewer bill of \$698 p.a. for 2023-24.

The forecast TRBs for each of the IWCM scenarios are compared Figure 11-11. The model forecasts demonstrate that Council can maintain the 2023-24 level of \$698 p.a. (2023-24\$) residential sewerage charges for all the forecast years and there is no impact on typical residential bills for sewerage due to any of IWCM scenarios compared to the baseline scenario.

At the forecast level of TRB, with due consideration of the government grant/subsidy at 90% for the Balranald and Euston STP upgrade works, no new loans during the 30-year forecast period will be required to fund any of the planned capital works for all the scenarios including the baseline. Also, a minimum level of cash and investment of \$500 K can be maintained in the sewer fund throughout the forecast period. The forecast cash and investment levels are compared in Figure 11-12.

Sewerage TRBs, new loans and cash and investments forecasts were also made for a **no government grant/ subsidy** situation of all the IWCM scenarios. The financial model forecasts demonstrate that with a new loan of \$1,000 K for the Balranald STP upgrade, the same levels of TRBs can be maintained as for the ‘with grant/ subsidy’ scenario reported above.

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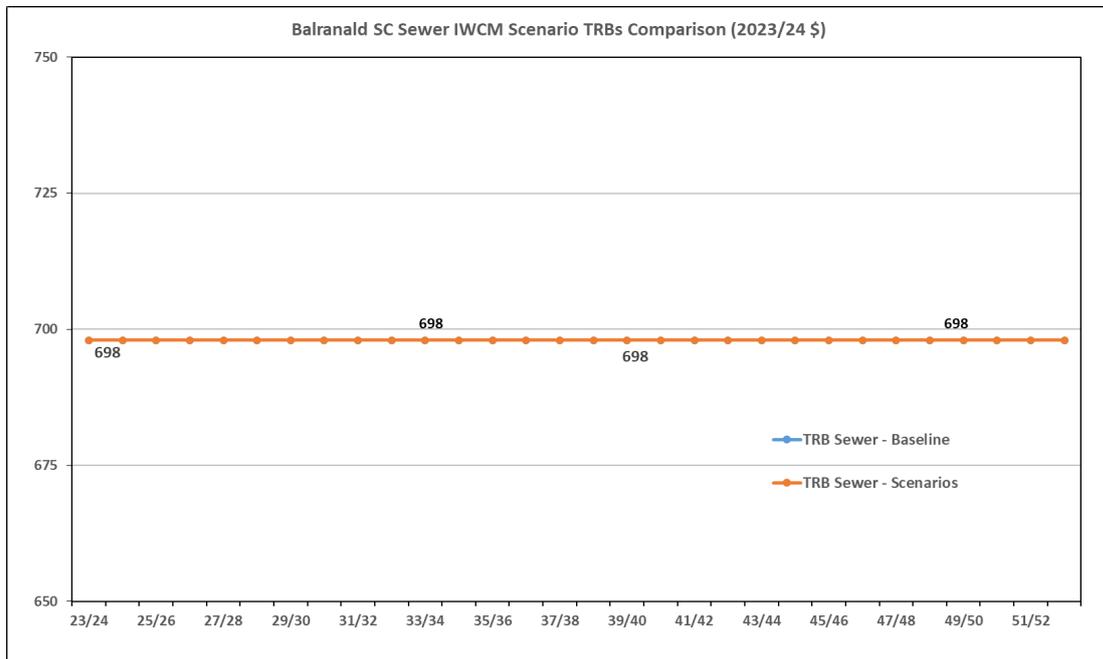


Figure 11-11: Comparison of TRB Forecasts for IWCM Scenarios – Sewerage

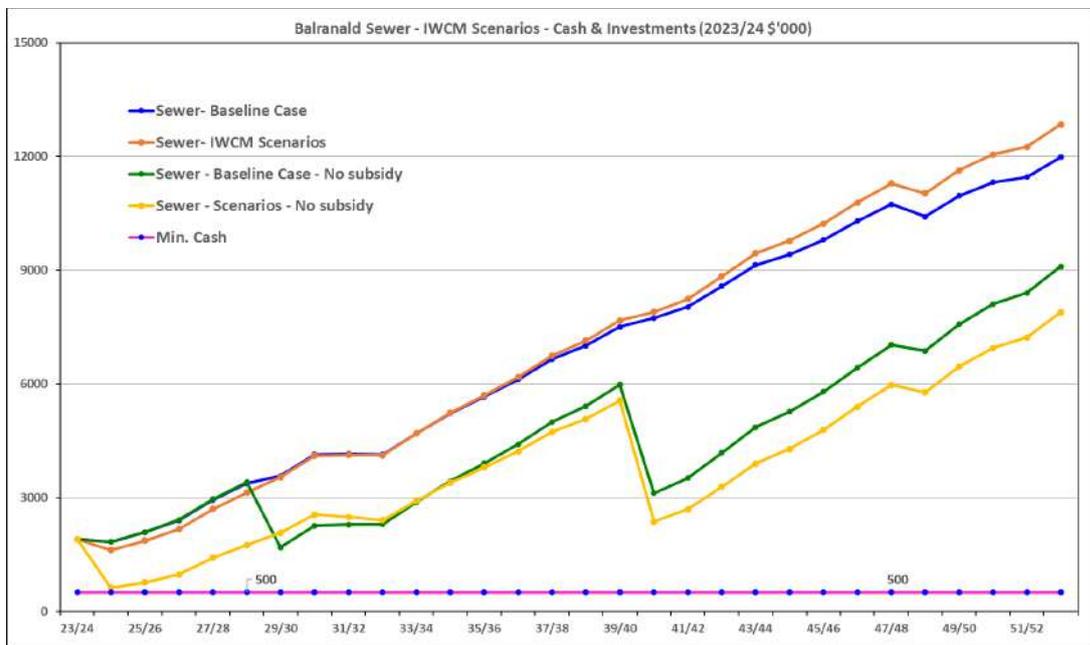


Figure 11-12: Cash Levels Forecasts for IWCM Scenarios – Sewerage

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12. Asset management

Council’s Water supply and Sewerage Asset Management Plans provide an overview of the asset management systems, procedures and strategies in place to ensure delivery of services in a safe, reliable and cost-effective manner. Council’s systems to manage assets include:

- Maintaining up to date water supply and sewer asset registers with all necessary physical and financial details
- Reports of routine asset inspections for condition, operation and compliance
- Records of planned and unplanned maintenance incidents and customer requests

12.1 Total asset management plan

The total asset management plan (TAMP) presents the details of planned capital works and recurrent operations, maintenance, and management (OMA) expenditure over a 30-year planning horizon. TAMP provides vital inputs for managing infrastructure assets to meet the levels of service in the most cost-effective manner for the present as well as the future customers. It also helps Council to develop their long-term funding strategies by linking to a long-term financial plan which identifies funds required to implement capital and recurrent expenditure at affordable levels of customer charges.

12.1.1 Capital works

Capital works are generally categorised as follows.

Growth works	Works required to increase the capacity of facilities, to service new release areas, subdivisions, etc.
Improved level of service works (ILOS), including backlog works	Works to provide better public health and environmental standards, better service, higher reliability, or an extension of services to existing unserved areas. Works in this category may be eligible for Government grants.
Asset renewal	Renewal and replacement of existing assets which have reached the end of their effective economic service life due to age, condition, or performance.

Asset creation/ upgrade/ expansion

The recommended IWCM strategy has enabled Council to develop and maintain a schedule of capital works into the future to satisfy the forecast service demands in terms of growth and improved levels of service over the planning horizon. Capital works identification and finalisation is based on the preferred options to address the asset system and performance issues.

All viable options for the provision of new assets or upgrades/ expansion of existing assets to cater for community requirements have been developed and assessed in terms of their economic, social and environmental benefits to achieve optimum solutions for creation of new assets or upgrading/ expansion existing infrastructure.

Asset renewal

Anticipating the need and timing for asset renewal and replacement is critically important to ensure that funding is available to carry out the identified renewal/ replacement works in a timely manner. For

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the purpose of strategic planning, identification of the timing and costs of renewal requirements for water supply and sewerage assets has been undertaken adopting the following methodology in line with the IPWEA Practice Note 7, V3, 2016:

- Collation of the water and sewer assets/ facilities and components recorded for each of the asset/ facility from the Council's asset database/ asset registers. Council has been using a spreadsheet-based asset register to maintain and manage the records of sewerage assets.
- Labelling of components of assets with different useful lives as civil, mechanical, electrical and telemetry/instrumentation components. This is in line with the Australian Accounting Standards (AAS 16 and AASB116) that require assets comprised of significant parts with different useful lives to be depreciated separately (referred to as "componentisation") to enable a meaningful and accurate timing and costs of future renewals.
- Updating the current replacement costs of the assets/ components based on the latest revaluation records as at 2016-17 to the 2020-21 financial year using the relevant Construction Cost Index (CCI) prescribed by the NSW Reference Rates Manual – Valuation of water supply, sewerage, and stormwater assets (2021 update)
- Estimation of 'condition adjusted' remaining useful lives as a % of adopted useful lives of components listed in the asset registers. Where condition rating details of asset component levels are unavailable (underground assets), age based remaining useful lives have been considered. 'Condition adjusted' remaining useful lives of water and sewer asset components have been estimated during Council's asset revaluation as of 30 June 2021 for the purpose of reporting to OLG.
- Prioritisation of renewal of assets that are considered critical by adjusting the estimated remaining useful lives for 'criticality' of the assets/ facilities in consideration of the consequences of asset failure. The assets/ facilities with severe consequences of failure as identified by the Council have been assigned higher criticality ratings, and have been prioritised for earlier renewal to avoid probable major failures to service provision
- Development of asset renewal plans by collating the scheme/ facility-wise timing and costs of components (in terms of current replacement costs) for a 30-year period starting 2025/26, following the adjustment to the remaining useful life for asset criticality.
- Further review and refinement of the collated 30-year asset renewal works to align with the Council's 5-year capital budget, and to disaggregate the lumped-up renewal requirements, particularly for water and sewer mains, with a view to spread-out the renewal capital funding requirements.

Capital costs summaries

Council has further reviewed and preferred the IWCM scenario 2 and the corresponding 30-year capital works plans for water supply and sewerage for adoption as the long-term strategy. Summaries of capital works programs are presented in Figure 12-1 and Figure 12-2 respectively. Detailed schedule of 30-year capital works for water supply and sewerage are presented in Appendix B and Appendix C.

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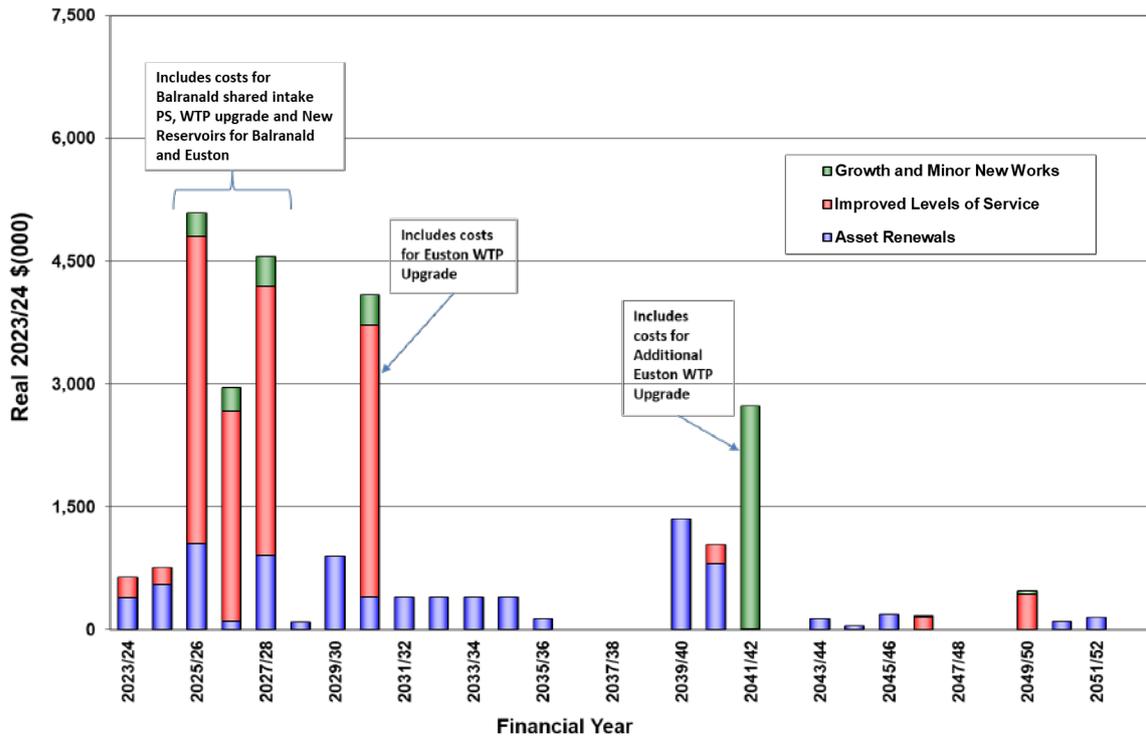


Figure 12-1: 30-year Capital cost summary – Water supply

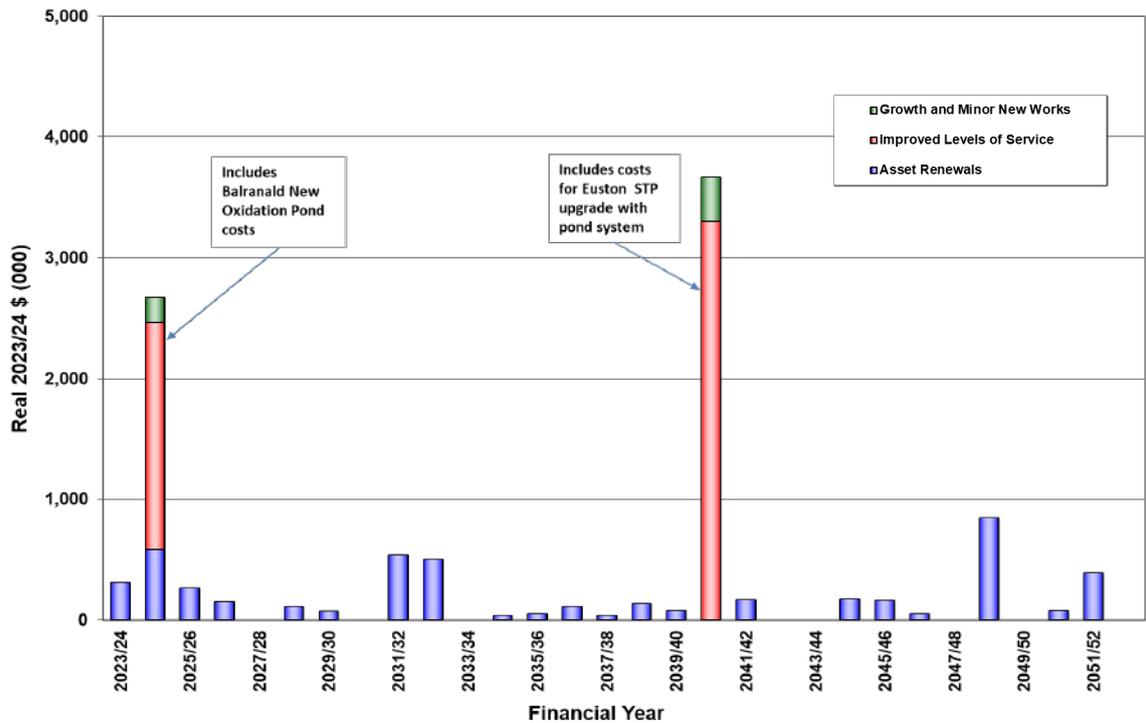


Figure 12-2: 30-year Capital cost summary – Sewerage

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12.1.2 Recurrent operation and maintenance works

Operation of the systems includes regular activities to deliver services to customers using the asset/ infrastructure. Maintenance includes all actions necessary for retaining an asset as near practicable to an appropriate service condition to keep assets operating. Routine maintenance involves regular ongoing work that is necessary to keep assets operating, including instances where portions of the asset fail and need immediate repair to make the asset operational again. Recurrent and ongoing costs of the TAM plan include the following:

Administration/ Management costs	Reflects true overheads associated with providing a service. Any cross subsidies with the General Fund should be eliminated or explicitly disclosed in the Annual Accounts.
Operations and Maintenance (O&M) costs	It is assumed that the current level of costs shown in the Financial Statements reflects a realistic level of expenditure for the current schemes. The projections assume costs increase in proportion to growth.
Additional OMA costs	Additional costs are included where specific activities have been identified for future years. This includes new initiatives, plus additional costs associated with new capital works identified as part of the adopted IWCM scenario.

Routine operation and maintenance expenditure is expected to trend in line with the value of asset stock. Additionally, Council has identified a number of best practice asset management initiatives that will require additional recurrent expenditure as identified below:

- Administration – as estimated by Council
- Engineering and supervision – as estimated and adopted by Council.
- Operation and maintenance expenses – For the water fund financial model, additional OM costs for the Balranald and Eusto scheme upgrades including new reservoirs and WTPs of average \$90 K/year from 2026-27 has been included. For the sewer fund financial model, additional OM costs for the proposed Balranald and Euston STP upgrades have been included.
- Energy costs – as estimated and adopted by Council.
- Chemical costs – as estimated and adopted by Council.
- Other expenses – as estimated by Council.
- Other revenue, grants, and contributions – as estimated by Council.

Summary of 30-year recurrent cost forecasts including for management, operation and maintenance for water supply and sewerage services are presented in Figure 12-3 and Figure 12-4.

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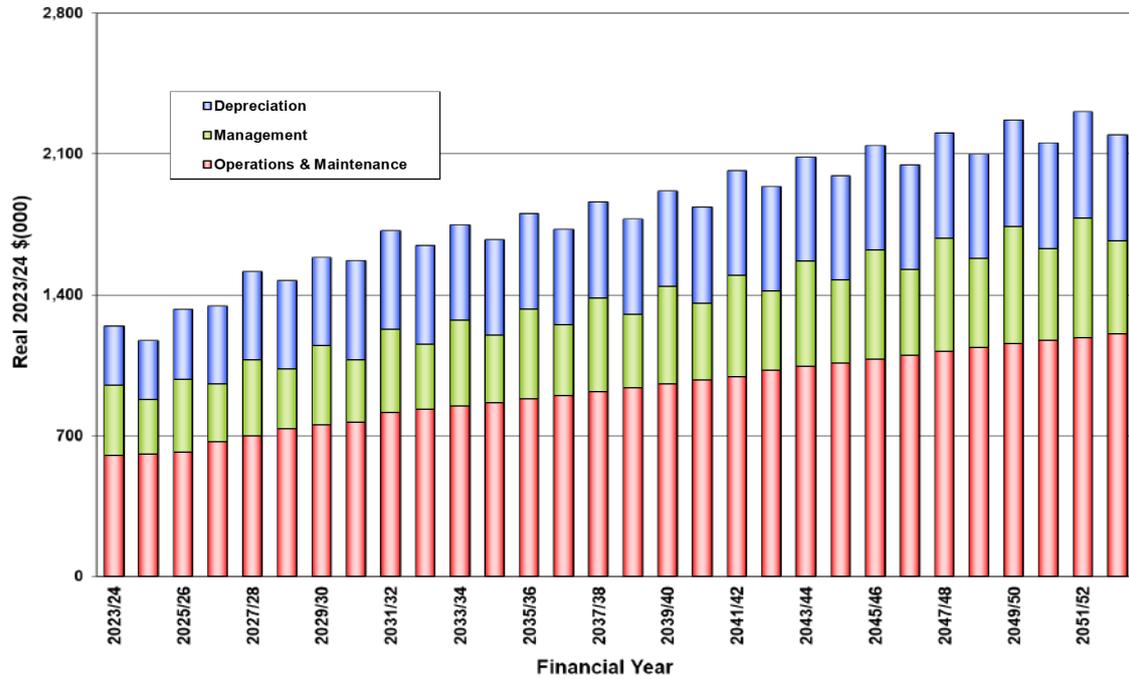


Figure 12-3: 30-year Recurrent O&M cost summary – Water supply

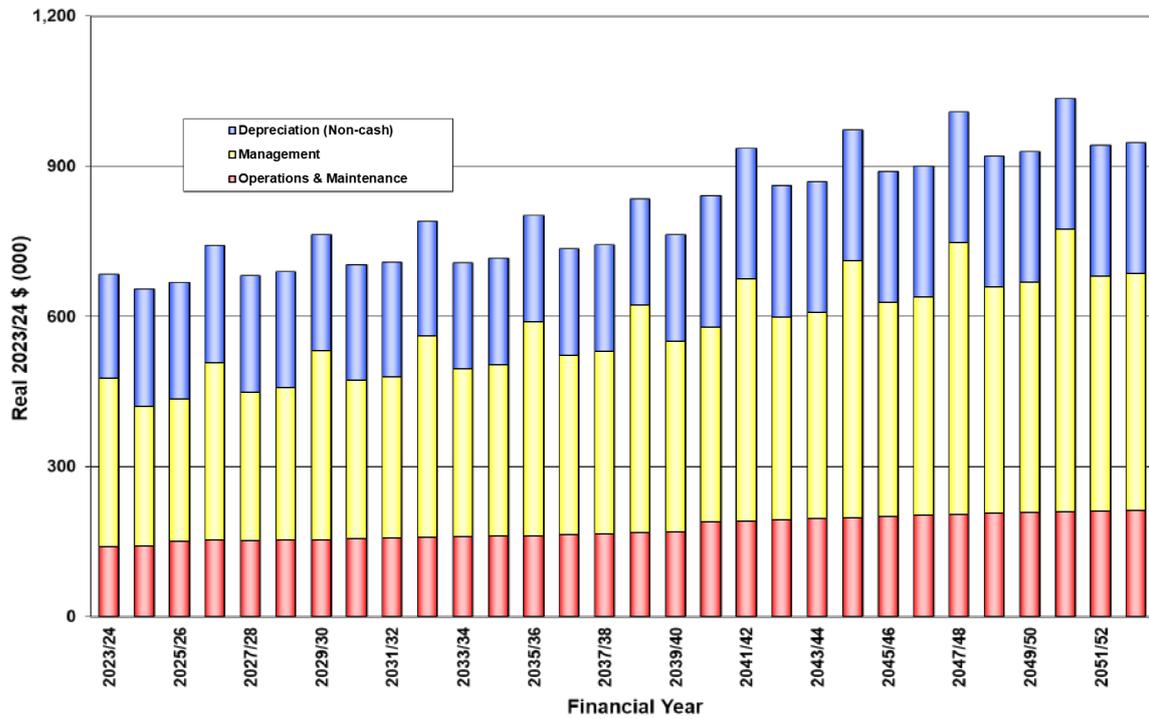


Figure 12-4: 30-year Recurrent O&M cost summary – Sewerage



13. Financial plan

FINMOD 4.0, the software developed by DCCEEW was used to develop the water and sewer fund financial models. The financial models have been developed for a 30-year planning horizon.

A stable level of annual residential charges for water supply and sewerage services has been achieved using Finmod by optimising the long-term funding strategy in meeting the demands of the capital works programs and day-to-day operations, while ensuring a minimum level of cash liquidity. For a particular Level of Service (LOS), FINMOD enables examination of the financial models for a range of funding options to determine the best mix of borrowing and internal funding.

The financial model balances the forecast income and expenditure for each service delivery option over the projected modelling period. Figure 13-1 illustrates the main income and expenditure elements which affect the financial modelling. The goals of the financial modelling are to:

- optimise the long-term funding strategy
- meet the demands of the capital works programme and other life cycle costs of the system assets
- ensure a minimum level of cash liquidity; and
- provide a forecast of the typical residential annual charges over the long- term.

The long-term financial plans demonstrate the sustainability of future actions and also demonstrate the sensitivity of model outcomes to some of the key assumptions made.

Funding is usually achieved from a mix of borrowing and direct revenue and can also be offset by receiving Government grants and subsidies where available.

Renewal programs would usually be funded from revenue, and some cash would be accumulated in anticipation of major projects, in order to reduce the need for borrowing. DCCEEW encourages the use of long-term loans because they support the idea of intergenerational equity and reduce the requirement of raising funds from existing customers in the short term.

If the resulting annual charges are considered unacceptable or unaffordable, some input variables, such as levels of service, can be negotiated to arrive at a satisfactory levels of annual charges. For example, to reduce the level of annual charges, Council may delay some of the capital works, reduce customer

levels of service for service interruptions or may take long-term structured loans. Council’s charging and pricing policies will also take into account corporate policies, approach to risk and the acceptability of charges to the community. Some of these risks are evident from the sensitivities presented in this plan.

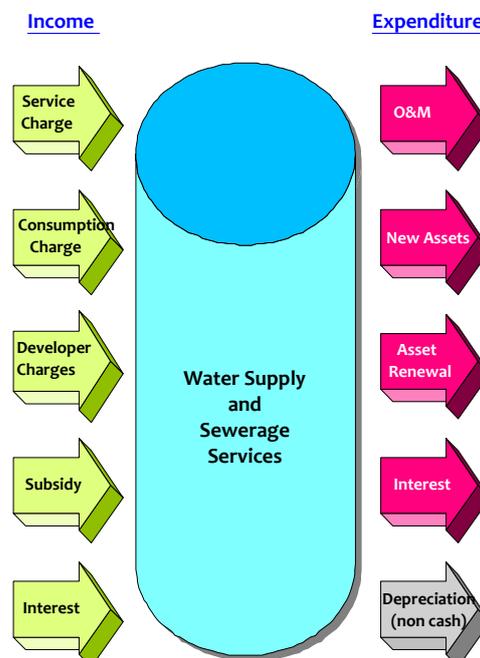


Figure 13-1: Elements of financial modelling

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While the preferred model reflects the expected performance of the systems, it does not give any indication of the sensitivity of the proposed solutions should the basic assumptions used prove significantly different in practice.

For that reason, a sensitivity analysis is carried out if it is perceived that a variable may change significantly in the future. The value of a sensitivity analysis is that it shows:

- The sensitivity of the results to assumptions (uncontrollable variables); and
- The impact of changing controllable variables.

DCCEEWS Regulatory and Assurance Framework for Local Water Utilities, July 2022 suggests that several sensitivities should be carried out to test the robustness of the forecasts. With regards to controllable variables, such as type of loan structure, and level of developer charges, the financial model enables Council to make decisions to establish the most appropriate management policies.

With uncontrollable variables, Council is at the mercy of change. The downside risk of increased interest rates, or lower than forecast growth rates, or rise in energy costs, may be significant.

On-going Review

Over time, changes in model variables can have a significant impact on the accuracy of model forecasts, and this has implications for forward planning. It is recommended that the financial model be reviewed annually, and the financial planning be revisited regularly, preferably on a 3-yearly basis. The Regulatory and Assurance Framework for Local Water Utilities recommends annual updates if a Council has an active capital works program that requires government grant or subsidy.

13.1 Financial model inputs

Several variables and assumptions have been used in the development of the water and sewer fund financial models (Appendix D) and are summarised in Table 13-1 and Table 13-2. All costs and revenues of the input data (and the model outcomes) are in 2023-24 dollars unless stated otherwise. The model assumptions are based on a representative view of the impact of a number of factors. They have been grouped into the following five main policy areas and are discussed below:

1. Charges
2. Revenues and Expenditures
3. Service Provision
4. Funding Capital Works
5. Performance Measures

Table 13-1: Key Input Parameters – Water Fund Financial Model

Data Type	Input Data/ Assumption
Historical Data Source	Council's Financial Data Returns (FDRs) for 2021-22 and 2022-23
Financial Data	Average annual long-term inflation rate: 3.5% p.a. Annual Investment Interest Rate: 5.5% p.a. (default) – 5.0% p.a. adopted Annual Borrowing Interest Rate: 6.5% p.a. (default) – 6.5% p.a. adopted
Opening balances as of June 2023	Total cash & investments: \$3.67 M; Borrowing outstanding: \$0.599 M Minimum cash & investments: \$500 K Terms of new loans: 20 years

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Demographic Base Data (2023-24)	Total no. of residential assessments: Filtered water: Balranald – 532; Euston – 265 Raw water: Balranald – 467; Euston - 265 Total no. of non-residential assessment – Balranald and Euston: Filtered water - 170; Raw water - 241 Long-term (30-year) average assessment growth: 1.0% p.a. - Average 23 new customers per year connecting to both filtered and raw water supply.
Revenue Splits	From 2024-25 onwards – 76.6%: 23.4% (Residential: Non-residential)
Current Annual Charges (2025-26)	Filtered Water Supply: Access Charge : \$464 p.a. (20mm meter size) Usage Charge: \$1.82 per KL for first 400 KL; For above 400 KL - \$2.77 per KL Average residential water consumption: 205 KL/a Typical Residential Bill \$785 p.a. Raw Water Supply: Access Charge : \$404 p.a. (20mm meter size) Usage Charge: \$1.15 per KL for first 600 KL; For above 600 KL - \$1.65 per KL Average residential water consumption: 450 KL/a Typical Residential Bill \$864 p.a.

* - For larger than 20 mm meter size water connections, the annual access charges increase by the square of the proportion of larger meter sizes to 20 mm.

Table 13-2: Key Input Parameters – Sewer Fund Financial Model

Data Type	Input Data/ Assumption
Historical Data	Council's Financial Data Returns (FDRs) for 2022-23 and 2023-24
Financial Data	Average annual long-term inflation rate: 3.5% p.a. Annual Investment Interest Rate: 5.5% p.a. (default) – 5.0% p.a. adopted Annual Borrowing Interest Rate: 6.5% p.a. (default) – 6.5% p.a. adopted
Opening Balances (as of June 2023)	Total cash and investments: \$1.715 M; Borrowing outstanding: Nil Minimum cash & investments: \$500 K Terms of new loans: 20 years
Demographic Base Data (2023-24)	Total no. of residential assessment – Balranald and Euston: 814 Total no. of non-residential assessment – Balranald and Euston: 165 Long-term (30-year) average assessment growth: 1.0% p.a. Average 23 new customers per year connecting to sewerage services.
Revenue Splits	From 2024-25 onwards – 65%: 35% (Residential: Non-residential)
Current Annual Charges (2023-24)	Residential annual charge (all meter sizes): Occupied: \$698 p.a.; Vacant: \$524 p.a. (75%) Non-residential charge (20mm meter size)*: - Annual charge: \$698 p.a. (20 mm meter size) - Usage Charge: \$2.20 per KL

* - For larger than 20 mm meter size non-residential water connections, the annual sewerage access charges increase by the square of the proportion of larger meter sizes to 20 mm.

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13.1.1 Charges

Charging Structure

The projection of typical residential bills (TRBs) for water supply and sewerage are made in real (2024-25) dollars and, where feasible, a stable price path is maintained to demonstrate the lowest long-term price path achieved based on model assumptions. The forecast TRBs are maintained at constant level in real terms, unless where an increase is required for long-term financial viability and should be increased in line with the CPI (consumer price index) on an annual basis.

Typical residential bills calculated by the financial model will be higher than the average bills because the model considers account revenue losses due to vacant and/or unoccupied tenements and pensioner rebates. Council can use this information for setting its tariff structure for service pricing. The tariff structure is to be reviewed at least every 5 years and indexed in the interim.

Developer charges

Developer charges for water supply and sewerage services constitute significant revenue stream to the water and sewer funds and are impacted by the future capital work expenditure for service level improvements and service extensions to future service areas. The developer charges revenue, therefore, is an important input parameter in the financial models. Council is currently not levying any developer charges upon the new developments. Hence, no developer charges revenue has been considered for the financial models. Revenues and expenditures

Capital works

The capital work expenses form a significant component of the inputs. The capital works program adopted for financial modelling includes all the capital works for the preferred Strategy as incorporated in the 30-year Total Asset Management Plan (refer to section 12.1.1).

Recurring Costs

The financial model considers a number of ongoing recurrent costs from historic input details. By default, the model increases historical operation and maintenance expenses pro-rata assessment growth. This has been overridden where Council has provided revised estimates, for example, where the IWCM action plan requires new initiatives, or where new works require additional operating resources as described in section 12.1.2.

13.1.2 Service provision

Growth projections

The assessment growth forecast as listed in input parameter Tables (refer to section 13.1) for the strategy development has been used for the financial forecasts.

Expected life of assets

The default average life of the system assets is based on the weighted average of long-lived structures and shorter-lived mechanical plant. These average lives are currently estimated by Council as 70 years for water supply and 75 years for sewerage.

Depreciation is a non-cash expense, which is dependent upon asset lives. The age of assets directly affects the level of future asset renewal works, which are part of the capital works program.

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13.1.3 Funding capital works

Some, or all, capital works can be funded directly from accumulated cash reserves. To overcome intergenerational equity issues, it is considered to be a good practice to fully fund renewal programs out of internally generated cash (where practicable) and to borrow only for full or partial funding of new capital acquisitions.

Funds which are surplus to requirements can be used to further reduce or eliminate borrowing requirements, and to reduce interest payments.

Loans are taken out as required also to maintain the adopted minimum cash levels for the water and sewer funds.

Subsidies/grants for capital works

Financial assistance in the form of grants for capital works may be received under various funding programs by the State and Federal Governments such as the Restart NSW or the National Stronger Regions Fund (NSRF). The Program's guidelines, published by the Department of Planning and Environment, Infrastructure NSW and Commonwealth Department of Infrastructure and Regional Development, define the extent of the available grants/ subsidies.

The water fund financial model considered that 90% grant funding (\$12.04 Million in total) will be available for the potable water scheme upgrade capital works for both Balranald and Euston during the 30-year planning horizon. The sewer fund model also has considered availability of 90% grants (\$5.18 Million in total) for the Balranald and Euston STP upgrade capital works considered.

13.1.4 Performance measures

Council will annually review and report the performance of the water and sewer funds as required under the strategic planning processes of the Regulatory and Assurance Framework for Local Water Utilities, July 2022.

13.2 Assumptions and limitations of the Model

The projections of the financial models are mainly based on the previous two years historical financial records. Allowance is made for new initiatives, future rate forecasts, and maintenance of sustainable Levels of Service (LOS) as identified and adopted by Council.

The Total Asset Management Plan shows the best available cost estimates for the long-term capital, operational and maintenance expenditures used in the models for projecting the financial position over the next 30 years. Models will require updating as more accurate expenditure schedules become available.

The net operating results in the financial projections should be seen in light of the fact that the depreciation shown in the operating statement is not a cash item. The financial model manages the cash flow and keeps a running tally of the cumulative depreciation so that Council can appreciate the potential future liability for maintaining the value in the system and the LOS. By planning ahead and making optimum use of existing assets, a more cost effective and efficient service should result.

Typical Residential Bills are used as the performance indicators representing overall revenue requirements from residential customers. This should not be confused with the pricing structure. Pricing, that is, the distribution of charges according to consumption or special customer groups, is the subject of a separate revenue planning exercise. Tariff structure for the services will need to take into account corporate policies, approach to risks such as lower than adopted growth rates, increase in interest rates, and the acceptability of charges to the community.

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Financial model is not a substitute for regular annual budgeting (i.e., short-term financial planning). The model assumes that all expenses and income occur at the beginning of the year and therefore not suitable to track cash flow throughout the year. It is important, however, that the budgeting process is carried out within the framework of the forecasts made in the long-term financial plan.

13.3 Financial model outcomes – Water supply

13.3.1 Projected financial position

All costs and revenues in the input data and the model outcomes are in 2023-24 dollars unless stated otherwise, and CPI should be applied annually for the forecast years. The financial projections should be reviewed annually with respect to material changes to the proposed capital works program and/or to any of the underlying assumptions.

The preferred IWCM strategy of Council’s water fund financial model considers availability of government grants or subsidy to the tune of \$12.04 Million for the potable water scheme upgrade capital works planned for Balranald and Euston during the 30-year planning horizon. Accordingly, the Typical Residential Bill (TRB) forecasts for the filtered and raw water service customers for the next 30 years is presented in Figure 13-2 below.

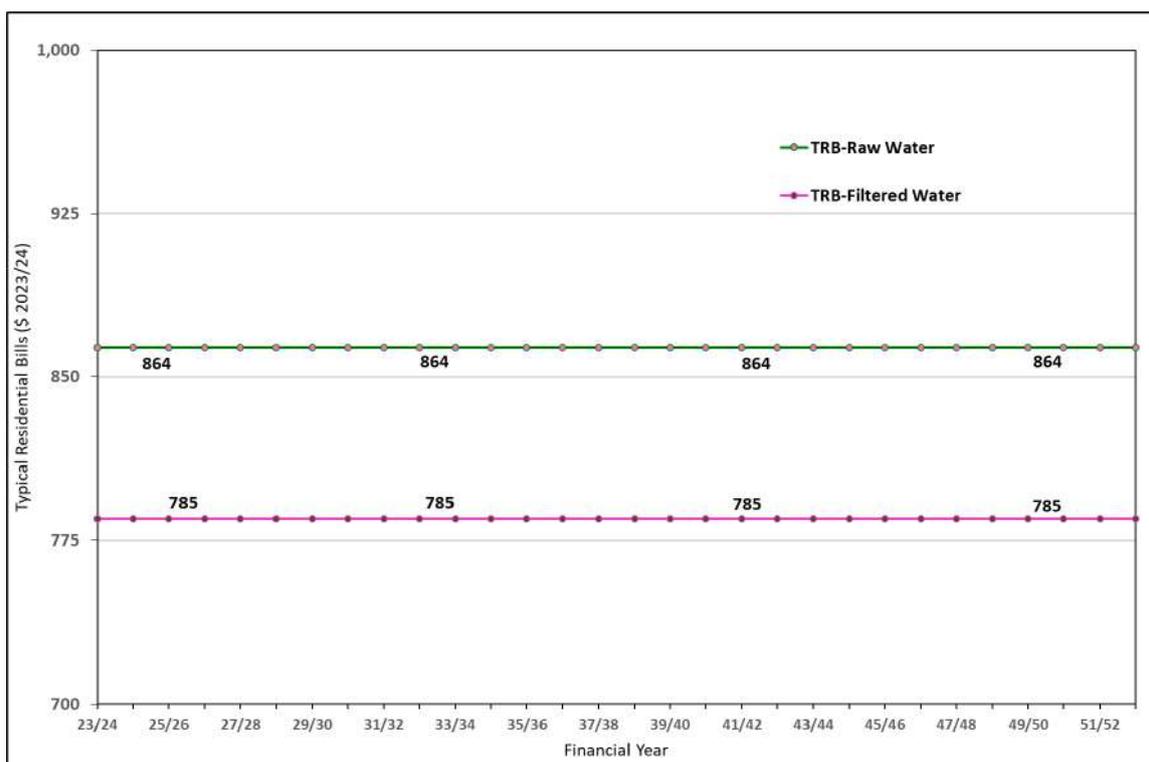


Figure 13-2: Typical Residential Bill - Water supply

The financial model demonstrates that the typical residential water bills of \$785 p.a. (\$840 p.a. in 2025-26 dollars) for filtered water and \$864 p.a. (\$920 p.a. in 2025-26 dollars) for raw water can be maintained at that level for all the remaining forecast period.

Council’s water fund had an outstanding borrowing of \$599 K as of 30 June 2023. The model forecasts demonstrate that with the recommended price path, all the planned capital works can be fully funded

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internally by Council and no new loans will be required. The projected levels of TRBs is sufficient to maintain liquidity with a minimum level of cash and investment of \$500 K in the water fund throughout the forecast period. The levels of cash and borrowing outstandings during the forecast period are presented in Figure 13-3.

Projected financial results for the water fund is presented in Table 13-3. Note that all the projected values are in 2023-24 dollars and will require indexing for CPI for the future years. More detailed financial output statements are presented in Appendix E.

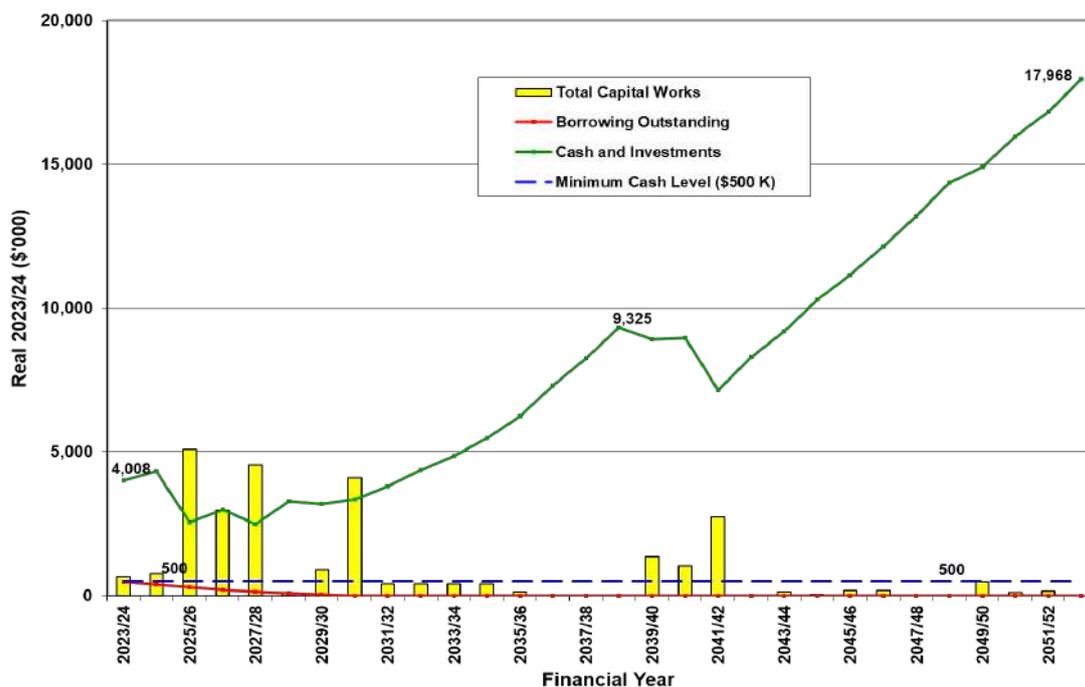


Figure 13-3: Cash and borrowing outstandings projections - Water supply

13.3.2 Sensitivity of financial projections – Water supply

Following sensitivities of the water fund financial model forecasts for the preferred strategy were analysed:

- No government grant/ subsidy available for the Balranald and Euston filtered water supply scheme upgrade capital works.
- Only 50% of the forecast growth occurs in the long-term.

The impacts of these variables on the water supply TRB forecasts, borrowing outstandings and cash levels for water fund are summarised in the following figures.

The sensitivity analysis demonstrate that the water supply TRB forecasts are not sensitive to lower assessment growth rates but very sensitivity to the non-availability of grants/ subsidy. In the absence of availability of grants/ subsidy as expected, funding of the scheme upgrade projects need to be done by taking out new loans to the tune of \$10 Million and the servicing of these loans impact as the increase in the forecast TRBs as presented in Figure 13-4 and Figure 13-5.

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Table 13-3: Projected Financial Results – Water supply

2023/24 (\$'000)	Revenue and Expenses			Capital Transactions		Financial Position					System Assets			Typical Residential Bills
Financial Year	Total Revenue	Total Expenses	Operating Result (Before Grants)	Acquisition of Assets	Principal Loan Payments	Cash and Investments	Borrowings	Total Assets	Total Liabilities	Net Assets Committed	Current Replacement Cost	Less: Accumulated Depreciation	Written Down Current Cost	
2023/24	2,057	1,274	783	645	79	4,008	480	15,654	550	15,104	19,837	8,720	11,117	785
2024/25	2,194	1,199	995	759	80	4,308	384	16,272	454	15,818	20,046	8,442	11,605	785
2025/26	4,567	1,350	3,217	5,091	82	2,542	288	19,225	360	18,865	24,088	7,722	16,366	785
2026/27	4,558	1,360	3,198	2,954	84	2,992	195	22,117	269	21,848	26,942	7,992	18,950	785
2027/28	5,304	1,527	3,778	4,551	68	2,476	120	25,688	196	25,492	30,584	7,506	23,078	785
2028/29	2,072	1,479	594	94	37	3,279	79	25,950	157	25,793	30,584	7,833	22,751	785
2029/30	2,123	1,590	533	900	37	3,187	39	26,247	118	26,129	30,584	7,356	23,228	785
2030/31	5,480	1,571	3,909	4,086	38	3,341	0	29,880	81	29,799	34,269	7,430	26,839	785
2031/32	2,214	1,718	497	400	0	3,800	0	30,055	83	29,972	34,269	7,505	26,765	785
2032/33	2,270	1,644	626	400	0	4,373	0	30,293	84	30,209	34,269	7,579	26,689	785
2033/34	2,325	1,749	576	400	0	4,860	0	30,462	86	30,376	34,269	7,655	26,614	785
2034/35	2,381	1,673	708	400	0	5,462	0	30,691	88	30,603	34,269	7,730	26,540	785
2035/36	2,451	1,802	649	137	0	6,245	0	30,754	89	30,665	34,269	8,068	26,201	785
2036/37	2,528	1,725	803	0	0	7,294	0	30,819	91	30,728	34,269	8,543	25,726	785
2037/38	2,602	1,859	743	0	0	8,247	0	30,783	93	30,690	34,269	9,018	25,251	785
2038/39	2,678	1,778	900	0	0	9,325	0	30,788	96	30,692	34,269	9,494	24,775	785
2039/40	2,715	1,915	800	1,350	0	8,915	0	31,247	97	31,150	34,268	8,619	25,650	785
2040/41	2,758	1,833	924	1,040	0	8,957	0	31,668	99	31,569	34,509	8,297	26,211	785
2041/42	2,755	2,015	740	2,737	0	7,156	0	32,758	101	32,657	37,246	8,815	28,431	785
2042/43	2,822	1,936	886	0	0	8,298	0	32,713	103	32,610	37,246	9,333	27,913	785
2043/44	2,891	2,085	806	130	0	9,190	0	32,637	105	32,532	37,246	9,720	27,526	785
2044/45	2,962	1,989	973	49	0	10,301	0	32,560	107	32,453	37,246	10,189	27,056	785
2045/46	3,024	2,141	883	185	0	11,148	0	32,465	109	32,356	37,246	10,522	26,724	785
2046/47	3,090	2,046	1,044	171	0	12,143	0	32,400	111	32,289	37,417	11,042	26,375	785
2047/48	3,155	2,202	953	0	0	13,184	0	32,158	113	32,045	37,417	11,563	25,854	785
2048/49	3,222	2,099	1,123	0	0	14,361	0	31,949	115	31,834	37,417	12,084	25,333	785
2049/50	3,273	2,266	1,007	474	0	14,914	0	31,926	117	31,809	37,891	12,611	25,280	785
2050/51	3,313	2,155	1,157	104	0	15,972	0	31,719	118	31,601	37,891	13,035	24,857	785
2051/52	3,351	2,309	1,043	153	0	16,830	0	31,464	119	31,345	37,891	13,409	24,482	785
2052/53	3,394	2,195	1,199	0	0	17,968	0	31,145	120	31,025	37,891	13,936	23,955	785

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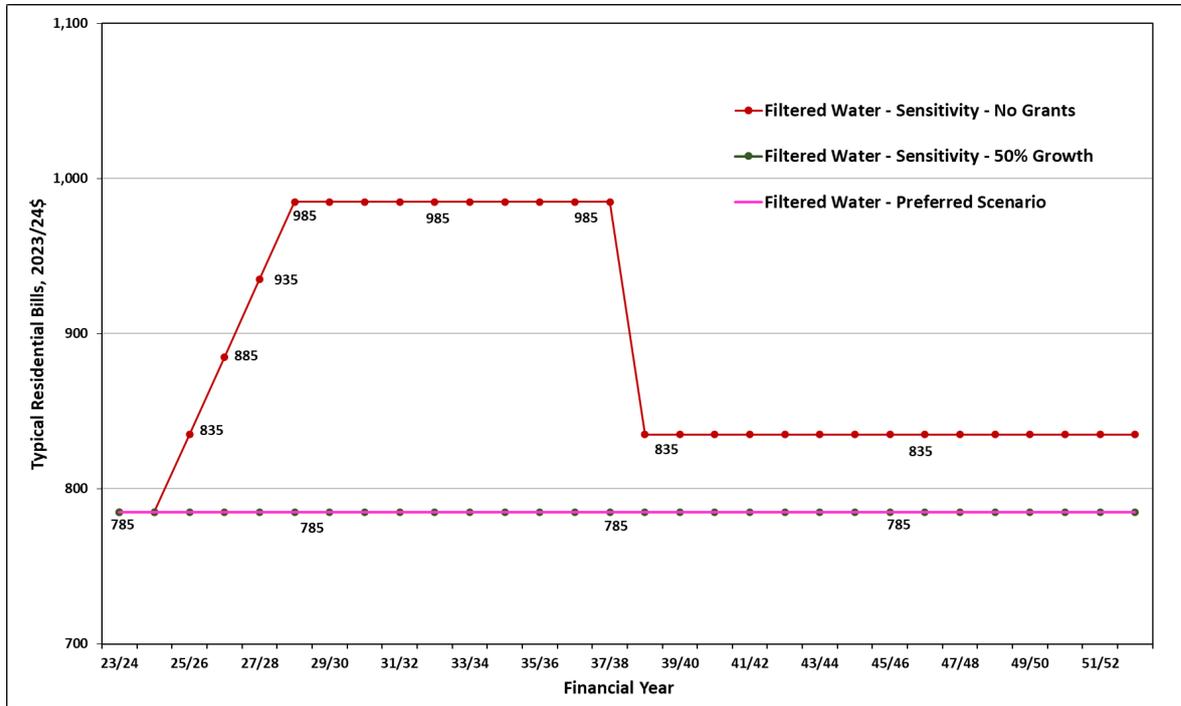


Figure 13-4: Sensitivity of TRB forecasts – Filtered water supply

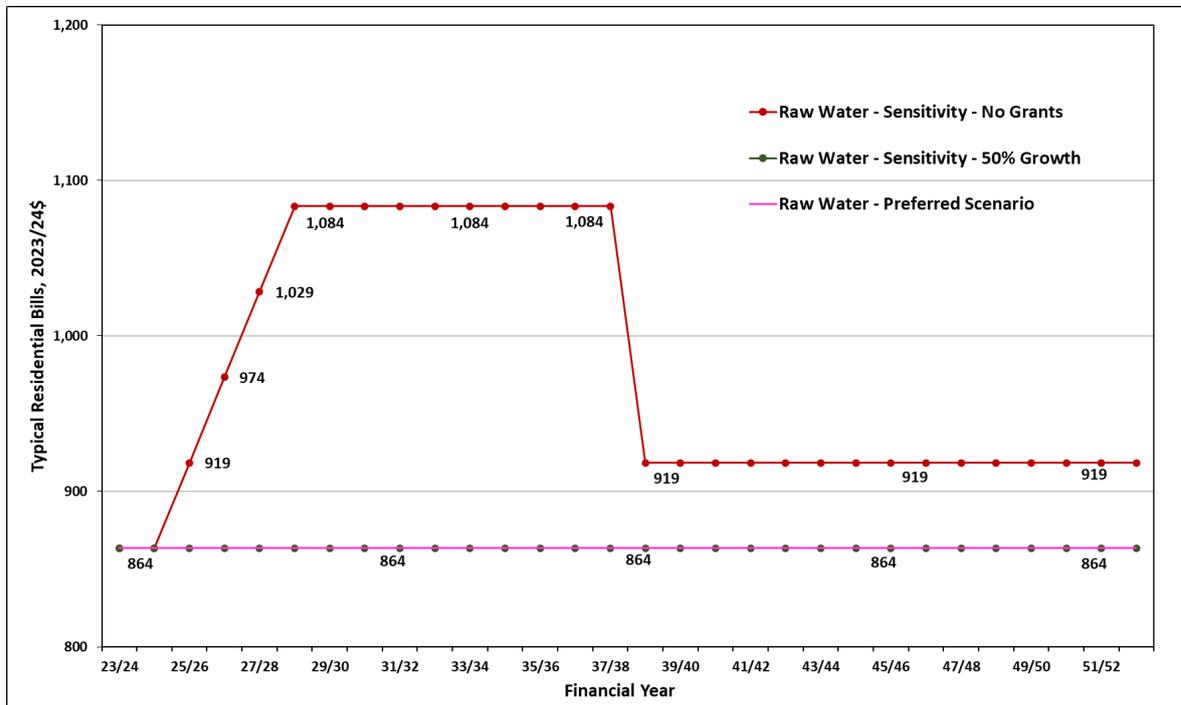


Figure 13-5: Sensitivity of TRB forecasts – Raw water supply

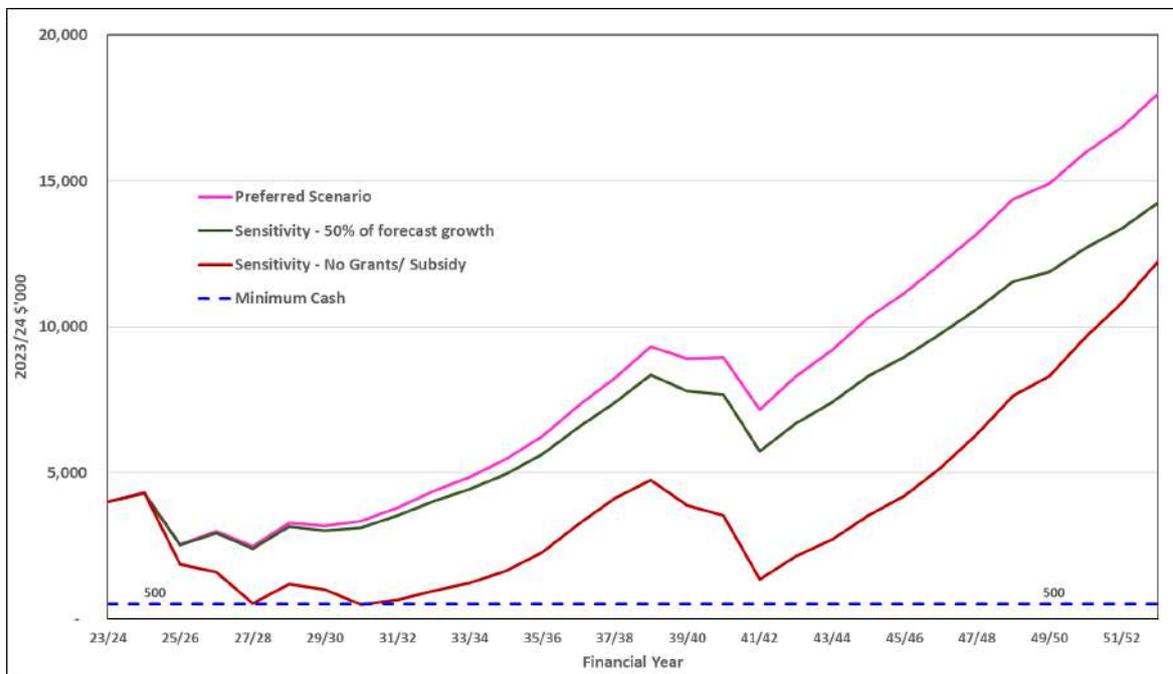


Figure 13-6: Sensitivity of Cash & Investments – Water supply

13.4 Financial model outcomes – Sewerage

13.4.1 Projected financial position

All costs and revenues in the input data and the model outcomes are in 2023-24 dollars unless stated otherwise, and CPI should be applied annually for the forecast years. The financial projections should be reviewed annually with respect to material changes to the proposed capital works program and/or to any of the underlying assumptions.

The preferred IWCM strategy of Council’s sewer fund financial model considers availability of government grants/ subsidy for the Balranald and Euston STP works planned during the forecast period. Accordingly, the Typical Residential Bill (TRB) forecasts for the Council’s sewerage service customers of both Balranald and Euston sewerage schemes for the next 30 years is presented in Figure 13-7.

The financial models demonstrate that the annual residential sewerage charge of \$698 p.a. (\$745 p.a. in 2025-26 dollars) can be maintained at that level for all the remaining years of the 30-year forecast period.

Council’s sewer fund has no outstanding borrowing as of 30 June 2023. The model forecasts demonstrate that with the recommended price path, all the planned capital works can be funded internally by the Council, and no new loans will be required. The forecast levels of TRBs is sufficient to maintain liquidity with a minimum level of cash and investment of \$500 K in the sewer fund throughout the forecast period.

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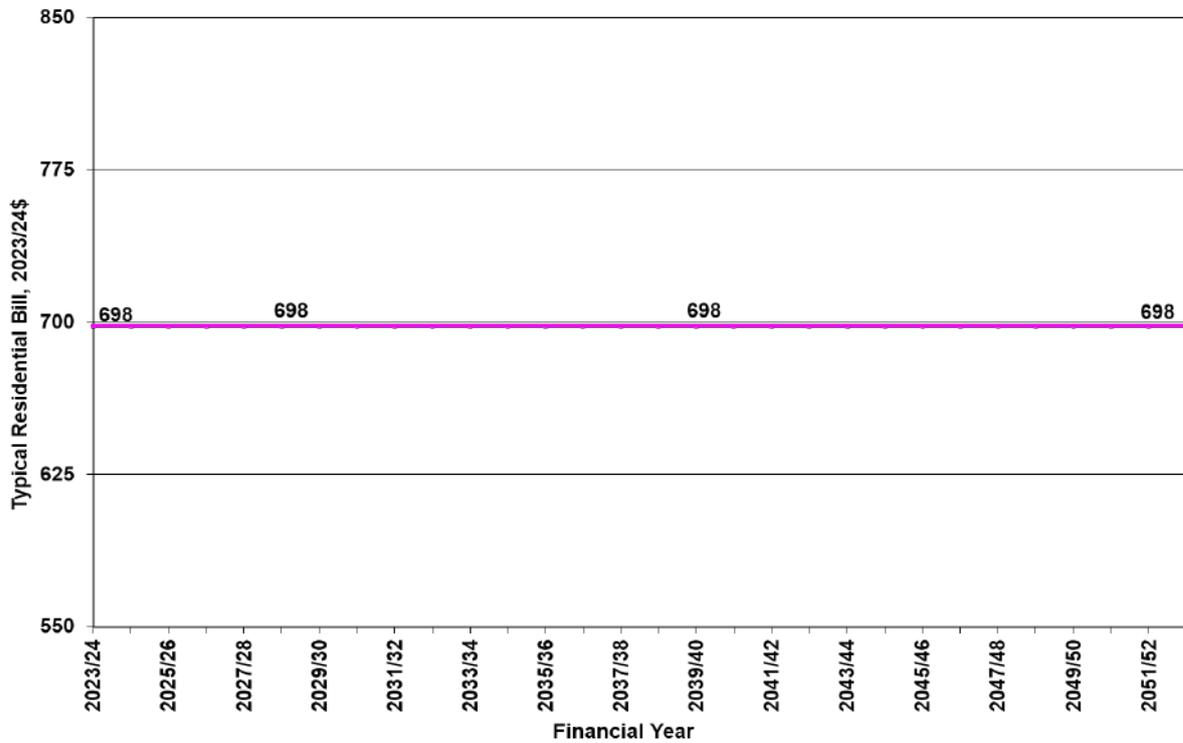


Figure 13-7: Typical Residential Bill – Sewerage

The levels of cash and borrowing outstandings during the forecast period are presented in Figure 13-8. Projected financial results for the water fund is presented in Table 13-3.

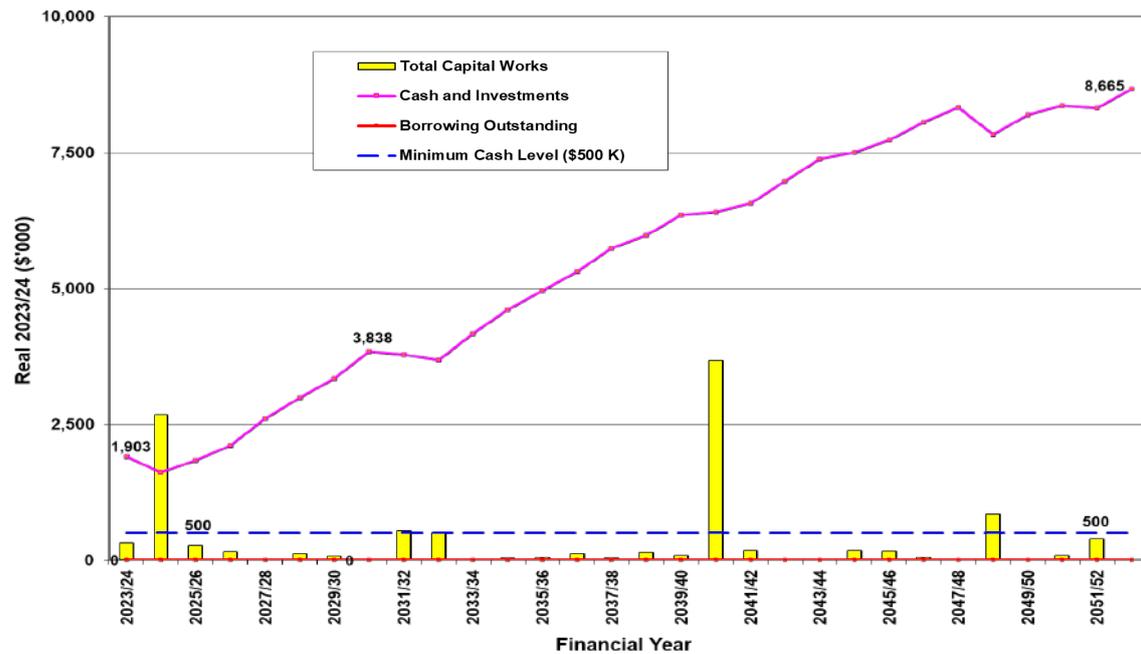


Figure 13-8: Cash and borrowing outstandings projections – Sewerage



Note that all the projected values are in 2024-25 dollars and will require indexing for CPI for the future years. More detailed financial output statements are presented in Appendix E.

Table 13-4: Projected Financial Results – Sewerage

Financial Year	Revenue and Expenses			Capital Transactions		Financial Position					System Assets			
	Total Revenue	Total Expenses	Operating Result (Before Grants)	Acquisition of Assets	Principal Loan Payments	Cash and Investments	Borrowings	Total Assets	Total Liabilities	Net Assets Committed	Current Replacement Cost	Less: Accumulated Depreciation	Written Down Current Cost	Typical Residential Bills
2023/24	974	684	290	307	0	1,903	0	12,677	12	12,665	14,325	3,820	10,505	698
2024/25	2,858	654	2,204	2,668	0	1,607	0	14,804	12	14,792	16,414	3,457	12,957	698
2025/26	979	667	312	263	0	1,832	0	15,054	12	15,042	16,415	3,408	13,007	698
2026/27	998	740	257	149	0	2,110	0	15,239	13	15,226	16,414	3,474	12,940	698
2027/28	1,018	681	337	0	0	2,606	0	15,492	13	15,479	16,414	3,689	12,726	698
2028/29	1,043	689	354	111	0	2,989	0	15,744	13	15,731	16,414	3,791	12,623	698
2029/30	1,060	763	297	70	0	3,343	0	15,925	14	15,911	16,414	3,936	12,478	698
2030/31	1,082	702	380	0	0	3,838	0	16,176	14	16,162	16,414	4,149	12,265	698
2031/32	1,090	708	382	537	0	3,780	0	16,411	14	16,397	16,414	3,826	12,588	698
2032/33	1,092	789	303	500	0	3,683	0	16,566	15	16,551	16,414	3,540	12,874	698
2033/34	1,105	708	398	0	0	4,166	0	16,818	15	16,803	16,414	3,753	12,661	698
2034/35	1,125	715	410	37	0	4,610	0	17,066	15	17,051	16,413	3,929	12,485	698
2035/36	1,142	801	340	50	0	4,955	0	17,226	15	17,211	16,414	4,092	12,322	698
2036/37	1,161	735	426	111	0	5,312	0	17,460	15	17,445	16,414	4,193	12,220	698
2037/38	1,176	743	434	37	0	5,739	0	17,685	15	17,670	16,413	4,369	12,044	698
2038/39	1,191	834	356	134	0	5,978	0	17,821	16	17,805	16,413	4,448	11,965	698
2039/40	1,204	762	442	79	0	6,350	0	18,031	16	18,015	16,413	4,582	11,831	698
2040/41	4,513	840	3,674	3,666	0	6,401	0	21,459	16	21,443	20,079	4,844	15,236	698
2041/42	1,220	937	284	169	0	6,559	0	21,495	16	21,479	20,079	4,937	15,142	698
2042/43	1,237	860	377	0	0	6,974	0	21,617	16	21,601	20,079	5,199	14,880	698
2043/44	1,251	870	381	0	0	7,379	0	21,727	16	21,711	20,079	5,461	14,618	698
2044/45	1,259	972	287	175	0	7,503	0	21,732	16	21,716	20,079	5,549	14,530	698
2045/46	1,268	888	380	159	0	7,729	0	21,822	15	21,807	20,079	5,651	14,427	698
2046/47	1,282	900	382	50	0	8,060	0	21,907	16	21,891	20,079	5,864	14,215	698
2047/48	1,291	1,008	283	0	0	8,331	0	21,881	16	21,865	20,079	6,126	13,953	698
2048/49	1,285	920	365	844	0	7,829	0	21,926	17	21,909	20,079	5,544	14,535	698
2049/50	1,298	928	370	0	0	8,194	0	21,992	17	21,975	20,079	5,805	14,273	698
2050/51	1,303	1,035	267	79	0	8,366	0	21,945	17	21,928	20,079	5,988	14,091	698
2051/52	1,299	941	358	386	0	8,315	0	21,983	17	21,966	20,079	5,864	14,215	698
2052/53	1,318	947	371	0	0	8,665	0	22,036	17	22,019	20,079	6,126	13,953	698

13.4.2 Sensitivity of financial projections – Sewerage

Following sensitivities of the sewer fund financial model forecasts for the preferred strategy were analysed:

- No government grant/ subsidy available for the upgrades of Balranald and Euston STPs.
- Only 50% of the forecast growth occurs in the long-term.

The analysis demonstrated that there are no impacts of these variables on the sewerage TRB forecasts. In the absence of availability of grants/ subsidy as expected by the Council, funding of the new

NSW Public Works



Balranald oxidation pond treatment system will need to be part-funded by a new loan of \$1.0 Million. The impact on cash levels for sewer fund for the sensitivity cases is presented in the following figure.

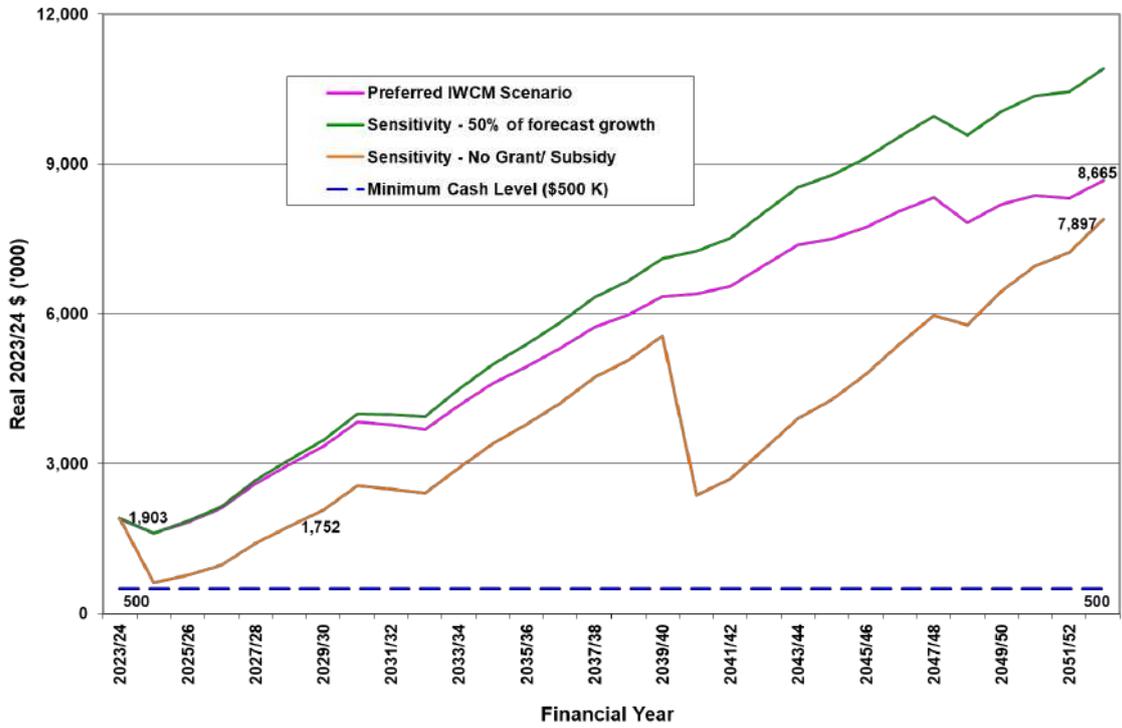


Figure 13-9: Sensitivity of Cash and Investments – Sewerage

NSW Public Works



14. References

NSW Public Works (December 2020). Integrated Water Cycle Management Strategy – Issues Paper, Report No. WSR-19054. Report prepared for Baranald Shire Council.

NSW Public Works (August 2025). Integrated Water Cycle Management Strategy – Options Assessment and Scenario Analysis, Report No. WSR-21001. Report prepared for Baranald Shire Council.

NSW Public Works



Appendix B 30-year Capital Works Programs – Water Supply

- B.1 30-year Water capital works plan – Baseline**
- B.2 30-year Water capital works plan – Scenario 1**
- B.3 30-year Water capital works plan – Scenario 2**
- B.4 30-year Water capital works plan – Scenario 3**

NSW Public Works



Appendix C 30-year Capital Works Programs – Sewerage

- C.1 30-year Sewerage capital works plan – Baseline**
- C.2 30-year Sewerage capital works plan – Scenario 1**
- C.3 30-year Sewerage capital works plan – Scenario 2**

NSW Public Works



Appendix D Financial Model Input Data

D.1 Financial model input data – Water Supply

D.2 Financial model input data – Sewerage

Balranald SC Water Fund Financial Model 2024 : IWCM Water - Preferred
Historical Operating Statement

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	2021/22*	2022/23*
EXPENSES		
Management Expenses	90	261
Administration	90	261
Engineering and Supervision		
Operation and Maintenance Expenses	480	521
Operation Expenses		
Maintenance Expenses	332	387
Energy Costs	60	30
Chemical Costs	65	76
Purchase of Water	23	28
Depreciation	287	145
System Assets	287	145
Plant & Equipment		
Interest Expenses	43	36
Other Expenses	15	52
TOTAL EXPENSES	915	1015
REVENUES		
Rates & Service Availability Charges	807	890
Residential	598	669
Non-Residential	209	221
Other Charges	762	710
Sales of Water : Residential	619	558
Sales of Water : Non-Residential	143	152
Other Charges	19	6
Interest Income		90
Other Revenues	71	74
Grants	7	6
Grants for Acquisition of Assets		
Donor Rebate Subsidy	7	6
Other Grants		
Contributions	0	0
Developer Charges		
Developer Provided Assets		
Other Contributions		
TOTAL REVENUES	1666	1776
BALANCE RESULT	751	761
BALANCE RESULT (less Grants for Acq of Assets)	751	761

dated 9/12/2025 Values in \$'000

Balranald SC Water Fund Financial Model 2024 : IWCM Water - Preferred
Historical Statement of Financial Position

FINMOD
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	2021/22*	2022/23*
Land and Investments	2968	3670
Receivables	296	315
Inventory		
Property, Plant & Equipment	9901	10599
Intangible Assets (1)	9664	10378
Plant & Equipment	237	221
Other Assets	34	
TOTAL ASSETS	13199	14584
LIABILITIES		
Bank Overdraft		
Accounts Payable	71	67
Provisions	633	559
Other Liabilities		
TOTAL LIABILITIES	704	626
ASSETS COMMITTED	12495	13958
EQUITY		
Accumulated Operating Result	6052	6813
Revaluation Reserve	6443	7145
TOTAL EQUITY	12495	13958
<u>Notes to System Assets</u>		
Current Replacement Cost	17460	18915
Less: Accumulated Depreciation	7796	8537
Written Down Current Cost	9664	10378

Balranald SC Water Fund Financial Model 2024 : IWCM Water - Preferred

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Base Forecast Data

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48
Financial Data																									
Interest Rate - General (%)	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50
Interest Rate - Capital Works (%)	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50
Flowing Interest Rate for New Loans (%)	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50
Investment Interest Rate (%)	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Number of Assessments																									
With Rate (%)																									
Residential Assessments	1.25	1.24	2.00	2.56	2.49	2.43	2.37	2.32	2.22	2.17	2.12	2.08	2.48	2.42	2.36	2.31	2.26	2.21	2.16	2.11	2.07	2.03	1.99	1.95	1.91
Non-Residential Assessments	0.69	0.68	0.68	0.68	0.67	0.67	0.66	0.66	0.65	0.65	0.65	0.64	0.64	0.63	0.63	0.63	0.62	0.62	0.61	0.61	0.61	0.60	0.60	0.60	0.59
Total Assessments	1.17	1.16	1.81	2.30	2.24	2.19	2.15	2.10	2.02	1.98	1.94	1.90	2.26	2.21	2.16	2.11	2.07	2.03	1.99	1.95	1.91	1.87	1.84	1.81	1.77
Number of New Assessments																									
Residential	22	22	36	47	47	47	47	47	46	46	46	46	56	56	56	56	56	56	56	56	56	56	56	56	56
Non-Residential	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2	2
Total New Assessments	24	24	38	49	49	49	49	49	48	48	48	48	58	58	58	58	58	58	58	58	58	58	58	58	58
Projected Number of Assessments																									
Residential	1781	1803	1839	1886	1933	1980	2027	2074	2120	2166	2212	2258	2314	2370	2426	2482	2538	2594	2650	2706	2762	2818	2874	2930	2986
Non-Residential	292	294	296	298	300	302	304	306	308	310	312	314	316	318	320	322	324	326	328	330	332	334	336	338	340
Total Projected Assessments	2073	2097	2135	2184	2233	2282	2331	2380	2428	2476	2524	2572	2630	2688	2746	2804	2862	2920	2978	3036	3094	3152	3210	3268	3326
Backlog Assessments																									
Residential	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-Residential	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Backlog Assessments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Relooper Charges / Vacant Assessments (Values in 2023/24 \$)																									
Relooper Charges \$/Assessment																									
Residential	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Non-Residential	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Number of Vacant Residential Assessments																									
Rate Charge of Vacant Assessments	244	244	244	244	244	244	244	244	244	244	244	244	244	244	244	244	244	244	244	244	244	244	244	244	244
Number of Occupied Assessments	55	55	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50	50
Depreciation of Existing Plant and Equipment (Values in 2023/24 \$'000)																									
Percent Replacement Cost of System Assets	19577																								
Percent Current Cost of System Assets	10741																								
Annual Depreciation of Existing System Assets	150																								
Annual Depreciation of Existing Plant and Equipment	221																								
Annual Depreciation of Existing Plant and Equipment	22	22	22	22	22	22	22	22	22	23	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Balranald SC Water Fund Financial Model 2024 : IWCM Water - Preferred

Base Forecast Data

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	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48		
Outstanding Loan Payments (Values in Inflated \$'000)																											
Outstanding Loan Payments : Principal (Total:559)	79	83	88	93	78	44	46	48	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Outstanding Loan Payments : Interest (Total:125)	32	27	22	17	12	8	5	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Capital Works Program (Values in 2023/24 \$'000)																											
Capitalised Scheme (Total:14215)	260	210	3754	2569	3278	0	0	3317	0	0	0	0	0	0	0	0	0	240	6	0	0	0	0	154	0	0	
Capital New System Assets (Total:4101)	0	0	288	285	364	0	0	369	0	0	0	0	0	0	0	0	0	0	2731	0	0	0	0	17	0	0	
Capital Works (Total:8894)	385	550	1049	100	908	94	900	400	400	400	400	400	137	0	0	0	1350	800	0	0	130	49	185	0	0	0	
Capital Capital Works (Total:27210)	645	760	5091	2954	4550	94	900	4086	400	400	400	400	137	0	0	0	1350	1040	2737	0	130	49	185	171	0		
Asset Acquisition and Disposal (Values in 2023/24 \$'000)																											
Percentage For Acquisition of Assets (% of Capitalised Scheme)	34.62	92.86	68.97	100.00	100.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percentage For Acquisition of Assets (\$ Capital:12038)	90	195	2589	2569	3278	0	0	3317	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Developer Provided Assets (Total:0)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asset and Equipment Expenditure / Asset Disposal (Values in 2023/24 \$'000)																											
Asset and Equipment Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Down Value of Plant and Equipment Disposed	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Loss on Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Down Value of Assets Disposed	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Loss on Disposal of System Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Balranald SC Water Fund Financial Model 2024 : IWCM Water - Preferred

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Revised/Additional Forecast Data

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48
A / Revenue Overrides (Values in 2023/24 \$'000)																									
Administration	273	276	281	287	293	299	305	311	317	323	329	335	343	351	359	367	375	383	391	399	407	415	423	431	439
Administration	352	274	362	285	379	298	395	311	412	323	428	336	446	351	466	366	485	381	505	396	525	412	544	427	564
Engineering and Supervision	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rating Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Maintenance Expenses	405	410	417	427	437	447	457	467	476	485	494	503	514	525	536	547	558	569	580	591	602	613	624	635	646
Regulatory Costs	31	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54
Miscellaneous Costs	80	81	82	84	86	88	90	92	94	96	98	100	102	104	106	108	110	112	114	116	118	120	122	124	126
Phase of Water	29	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52
Other Expenses	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78
Other Revenue	77	78	79	81	83	85	87	89	91	93	95	97	99	101	103	105	107	109	111	113	115	117	119	121	123
Other Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Relooper Charges Overrides (Values in 2023/24 \$'000)																									
Relooper Charges	24	24	38	49	49	49	49	49	48	48	48	48	58	58	58	58	58	58	58	58	58	58	58	58	58
Relooper Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Pensioner Rebate (Values in Inflated \$)																									
Pensioner Rebate per Pensioner (\$)	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50
Pensioner Rebate Subsidy (%)	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00
Number of Pensioner Assessments	127	128	131	134	137	141	144	147	151	154	157	161	165	169	172	176	180	184	188	192	196	200	204	208	212
Percentage of Pensioners (%)	7.11	7.11	7.11	7.11	7.11	7.11	7.11	7.11	7.11	7.11	7.11	7.11	7.11	7.11	7.11	7.11	7.11	7.11	7.11	7.11	7.11	7.11	7.11	7.11	7.11
Pensioner Rebate	11	11	11	12	12	12	13	13	13	13	14	14	14	15	15	15	16	16	16	17	17	18	18	18	19
Pensioner Rebate Subsidy	6	6	6	7	7	7	7	7	7	7	8	8	8	8	8	8	9	9	9	9	9	10	10	10	10
Revenue Split (%)																									
Residential Rates	39.71	39.76	39.83	39.93	40.05	40.18	40.28	40.40	40.51	40.60	40.69	40.78	40.87	40.95	41.05	41.12	41.21	41.28	41.35	41.43	41.49	41.57	41.63	41.70	41.76
Non-Residential Rates	13.41	13.35	13.29	13.16	13.03	12.90	12.78	12.65	12.54	12.44	12.33	12.23	12.13	12.04	11.94	11.86	11.77	11.68	11.60	11.52	11.44	11.36	11.29	11.22	11.14
Residential Water	36.90	36.95	36.99	37.11	37.22	37.32	37.43	37.53	37.62	37.71	37.80	37.89	37.97	38.05	38.13	38.20	38.27	38.35	38.42	38.48	38.55	38.61	38.68	38.74	38.80
Non-Residential Water	9.20	9.16	9.12	9.03	8.94	8.85	8.77	8.68	8.60	8.53	8.46	8.39	8.32	8.26	8.19	8.13	8.07	8.01	7.96	7.90	7.85	7.80	7.74	7.69	7.65
Other Charges	0.78	0.78	0.77	0.77	0.76	0.75	0.74	0.74	0.73	0.72	0.72	0.71	0.71	0.70	0.69	0.69	0.68	0.68	0.67	0.67	0.67	0.66	0.66	0.65	0.65
Non-Residential Revenue (%)	22.61	22.51	22.41	22.19	21.97	21.75	21.55	21.33	21.14	20.97	20.79	20.62	20.45	20.30	20.13	19.99	19.84	19.69	19.56	19.42	19.29	19.16	19.03	18.91	18.79
Residential Revenue (%)	76.61	76.71	76.82	77.04	77.27	77.50	77.71	77.93	78.13	78.31	78.49	78.67	78.84	79.00	79.18	79.32	79.48	79.63	79.77	79.91	80.04	80.18	80.31	80.44	80.56
Total	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00

Balranald SC Water Fund Financial Model 2024 : IWCW Water - Preferred

Revised/Additional Forecast Data

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2023/24 2024/25 2025/26 2026/27 2027/28 2028/29 2029/30 2030/31 2031/32 2032/33 2033/34 2034/35 2035/36 2036/37 2037/38 2038/39 2039/40 2040/41 2041/42 2042/43 2043/44 2044/45 2045/46 2046/47 2047/48

Balranald SC Water Fund Financial Model 2024 : IWCM Water - Preferred

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Revised/Additional Forecast Data

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48
v Loan Payment Overrides (Values in Inflated \$'000)																									
Standard Loan Payments: Principal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Standard Loan Payments: Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Structured Loan Payments: Principal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Structured Loan Payments: Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capitalised Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Nil New Loan Payments: Principal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Nil New Loan Payments: Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capitalised Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Balranald Sc Sewer Fund Financial Model 2024 : IWCM Sewer - Preferred
Historical Operating Statement

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	2021/22*	2022/23*
EXPENSES		
Management Expenses	80	264
Administration	80	264
Engineering and Supervision		
Operation and Maintenance Expenses	134	131
Operation Expenses		
Maintenance Expenses	117	109
Energy Costs	17	22
Chemical Costs		
Depreciation	180	180
System Assets	180	180
Plant & Equipment		
Interest Expenses		
Other Expenses	14	3
TOTAL EXPENSES	408	578
REVENUES		
Water & Sewer Service Availability Charges	694	761
Commercial	476	489
Non-Residential	218	272
Other Waste Charges	11	8
Other Sales and Charges		
Other Charges	8	39
Interest Income		40
Other Revenues	29	32
Grants	6	6
Grants for Acquisition of Assets		
Donor Rebate Subsidy	6	6
Other Grants		
Contributions	0	0
Developer Charges		
Developer Provided Assets		
Other Contributions		
TOTAL REVENUES	748	886
BALANCE RESULT	340	308
BALANCE RESULT (less Grants for Acq of Assets)	340	308

Balranald Sc Sewer Fund Financial Model 2024 : IWCN Sewer - Preferred
Historical Statement of Financial Position

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	2021/22*	2022/23*
Hand Investments	1252	1715
Receivables	60	78
Inventory		
Property, Plant & Equipment	9554	10244
Intangible Assets (1)	9329	10033
Plant & Equipment	225	211
Other Assets	88	
TOTAL ASSETS	10954	12037
LIABILITIES		
Bank Overdraft		
Accounts Payable	15	12
Provisions		
TOTAL LIABILITIES	15	12
ASSETS COMMITTED	10939	12025
EQUITY		
Accumulated Operating Result	3704	4078
Retirement Reserve	7235	7947
TOTAL EQUITY	10939	12025
<u>Notes to System Assets</u>		
Current Replacement Cost	12765	13841
Less: Accumulated Depreciation	3436	3808
Written Down Current Cost	9329	10033

Balranald Sc Sewer Fund Financial Model 2024 : IWCM Sewer - Preferred

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Base Forecast Data

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48
Financial Data																									
Collection Rate - General (%)	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50
Collection Rate - Capital Works (%)	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50	3.50
Discounting Interest Rate for New Loans (%)	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50	6.50
Investment Interest Rate (%)	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Number of Assessments																									
Collection Rate (%)																									
Residential Assessments	0.61	0.61	1.09	1.32	1.30	1.29	1.27	1.25	1.24	1.22	1.21	1.19	1.39	1.38	1.36	1.34	1.32	1.30	1.29	1.27	1.25	1.24	1.22	1.21	1.19
Non-Residential Assessments	0.00	0.61	0.00	0.60	0.00	0.60	0.00	0.60	0.00	0.59	0.00	0.59	0.00	0.58	0.00	0.58	0.00	0.58	0.00	0.57	0.00	0.57	0.00	0.57	0.00
Total Assessments	0.51	0.61	0.91	1.20	1.09	1.17	1.06	1.15	1.04	1.12	1.02	1.10	1.18	1.25	1.15	1.22	1.12	1.20	1.10	1.17	1.07	1.14	1.05	1.12	1.03
Number of New Assessments																									
Residential	5	5	9	11	11	11	11	11	11	11	11	11	13	13	13	13	13	13	13	13	13	13	13	13	13
Non-Residential	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0	1	0
Total New Assessments	5	6	9	12	11	12	11	12	11	12	11	12	13	14	13	14	13	14	13	14	13	14	13	14	13
Projected Number of Assessments																									
Residential	819	824	833	844	855	866	877	888	899	910	921	932	945	958	971	984	997	1010	1023	1036	1049	1062	1075	1088	1101
Non-Residential	165	166	166	167	167	168	168	169	169	170	170	171	171	172	172	173	173	174	174	175	175	176	176	177	177
Total Projected Assessments	984	990	999	1011	1022	1034	1045	1057	1068	1080	1091	1103	1116	1130	1143	1157	1170	1184	1197	1211	1224	1238	1251	1265	1278
Backlog Assessments																									
Residential	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Non-Residential	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Backlog Assessments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Developer Charges / Vacant Assessments (Values in 2023/24 \$)																									
Developer Charges \$/Assessment																									
Residential	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Non-Residential	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000
Number of Vacant Residential Assessments																									
Rate Charge of Vacant Assessments	118	118	118	118	118	118	118	118	118	118	118	118	118	118	118	118	118	118	118	118	118	118	118	118	118
Number of Occupied Assessments	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75
Depreciation of Existing Plant and Equipment (Values in 2023/24 \$'000)																									
Current Replacement Cost of System Assets	14325																								
Write Down Current Cost of System Assets	10384																								
Annual Depreciation of Existing System Assets	186																								
Write Down Value of Plant and Equipment																									
Annual Depreciation of Existing Plant and Equipment	22	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21	21

Balranald Sc Sewer Fund Financial Model 2024 : IWCM Sewer - Preferred

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Base Forecast Data

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48	
Outstanding Loan Payments (Values in Inflated \$'000)																										
Outstanding Loan Payments : Principal (Total:0)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Outstanding Loan Payments : Interest (Total:0)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capital Works Program (Values in 2023/24 \$'000)																										
Capital Works Scheme (Total:5180)	0	1881	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3299	0	0	0	0	0	0	0	0
Capital Works New System Assets (Total:576)	0	209	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	367	0	0	0	0	0	0	0	0
Capital Works Assets (Total:4825)	307	578	263	149	0	111	70	0	537	500	0	37	50	111	37	134	79	0	169	0	0	175	159	50	0	0
Capital Works Capital Works (Total:10581)	307	2668	263	149	0	111	70	0	537	500	0	37	50	111	37	134	79	3666	169	0	0	175	159	50	0	0
Asset Acquisition and Depreciation (Values in 2023/24 \$'000)																										
Percentage For Acquisition of Assets (% of Capital Works Scheme)	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	100.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
Percentage For Acquisition of Assets (\$) (Total:5180)	0	1881	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3299	0	0	0	0	0	0	0	0
Other Provided Assets (Total:0)																										
Other Provided Assets (Total:0)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Plant and Equipment Expenditure / Asset Disposal (Values in 2023/24 \$'000)																										
Plant and Equipment Expenditure	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Asset Disposal (Values in 2023/24 \$'000)																										
Proceeds from Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Written Down Value of Plant and Equipment Disposed	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Loss on Disposal of Plant and Equipment	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Proceeds from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Written Down Value of Assets Disposed	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Loss on Disposal of System Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Balranald Sc Sewer Fund Financial Model 2024 : IWCM Sewer - Preferred

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Revised/Additional Forecast Data

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48
A / Revenue Overrides (Values in 2023/24 \$'000)																									
Administration	275	277	280	283	286	289	292	295	298	301	304	307	311	315	319	323	327	331	335	339	343	347	351	355	359
Waste Charge	337	279	284	355	297	304	378	317	323	402	335	342	427	358	365	455	381	389	484	405	412	513	428	436	542
Engineering and Supervision	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rating Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Maintenance Expenses	113	114	115	116	117	118	119	120	121	122	123	124	125	127	128	130	131	133	134	136	137	139	140	142	143
Regulatory Costs	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23
Miscellaneous Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Expenses	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Other Revenue	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33
Other Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Relooper Charges Overrides (Values in 2023/24 \$'000)																									
Adjusted from Scheme Data	10	12	17	24	22	24	22	24	22	24	22	24	27	29	27	29	27	29	27	29	27	29	27	29	27
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Pensioner Rebate (Values in Inflated \$)																									
Pensioner Rebate per Pensioner (\$)	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50	87.50
Pensioner Rebate Subsidy (%)	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00	55.00
Number of Pensioner Assessments	126	127	128	130	131	133	135	136	138	140	141	143	145	147	149	151	153	155	157	159	161	163	165	167	169
Percentage of Pensioners (%)	15.36	15.36	15.36	15.36	15.36	15.36	15.36	15.36	15.36	15.36	15.36	15.36	15.36	15.36	15.36	15.36	15.36	15.36	15.36	15.36	15.36	15.36	15.36	15.36	15.36
Pensioner Rebate	11	11	11	11	11	12	12	12	12	12	12	13	13	13	13	13	13	14	14	14	14	14	14	15	15
Pensioner Rebate Subsidy	6	6	6	6	6	7	7	7	7	7	7	7	7	7	7	7	7	8	8	8	8	8	8	8	8
Revenue Split (%)																									
Residential Rates	63.72	63.72	63.99	64.19	64.65	64.83	65.26	65.44	65.82	65.96	66.34	66.46	66.82	66.93	67.28	67.38	67.72	67.81	68.13	68.23	68.52	68.60	68.90	68.97	69.26
Non-Residential Rates	31.96	31.96	31.71	31.53	31.10	30.92	30.52	30.36	30.00	29.87	29.52	29.41	29.07	28.97	28.65	28.55	28.24	28.15	27.86	27.77	27.49	27.42	27.14	27.07	26.81
Waste Charges	1.25	1.25	1.26	1.26	1.27	1.28	1.29	1.29	1.30	1.30	1.31	1.31	1.32	1.32	1.32	1.33	1.33	1.34	1.34	1.34	1.35	1.35	1.36	1.36	1.36
Other Sales and charges	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Other Charges	3.07	3.07	3.04	3.02	2.98	2.97	2.93	2.91	2.88	2.87	2.83	2.82	2.79	2.78	2.75	2.74	2.71	2.70	2.67	2.66	2.64	2.63	2.60	2.60	2.57
Non-Residential Revenue (%)	33.21	33.21	32.97	32.79	32.37	32.20	31.81	31.65	31.30	31.17	30.83	30.72	30.39	30.29	29.97	29.88	29.57	29.49	29.20	29.11	28.84	28.77	28.50	28.43	28.17
Other	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Residential Revenue (%)	63.72	63.72	63.99	64.19	64.65	64.83	65.26	65.44	65.82	65.96	66.34	66.46	66.82	66.93	67.28	67.38	67.72	67.81	68.13	68.23	68.52	68.60	68.90	68.97	69.26

Balranald Sc Sewer Fund Financial Model 2024 : IWCW Sewer - Preferred

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Revised/Additional Forecast Data

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48	
v Loan Payment Overrides (Values in Inflated \$'000)																										
Standard Loan Payments: Principal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Standard Loan Payments: Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Structure Loan Payments: Principal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Structure Loan Payments: Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capitalised Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Nil New Loan Payments: Principal	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Nil New Loan Payments: Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Capitalised Interest	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

NSW Public Works



Appendix E Financial Model Output Data

E.1 Financial model output data – Water Supply

E.2 Financial model output data – Sewerage

Balranald SC Water Fund Financial Model 2024 : IWCM Water - Preferred Operating Statement

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	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48	
EXPENSES																										
Management Expenses	352	274	362	285	379	298	395	311	412	323	428	336	446	351	466	366	485	381	505	396	525	412	544	427	564	
Administration	352	274	362	285	379	298	395	311	412	323	428	336	446	351	466	366	485	381	505	396	525	412	544	427	564	
Engineering and Supervision	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Operation and Maintenance Expenses	545	551	561	613	638	674	691	705	752	767	782	797	815	832	850	867	885	903	920	950	968	985	1003	1022	1039	
Depreciation Expenses	0	0	0	39	49	71	73	74	108	110	112	114	117	119	122	125	127	130	132	147	150	152	155	158	161	
Maintenance Expenses	405	410	417	427	437	447	457	467	476	485	494	503	514	525	536	547	558	569	580	591	602	613	624	635	646	
Energy Costs	31	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	53	54	
Chemical Costs	80	81	82	84	86	88	90	92	94	96	98	100	102	104	106	108	110	112	114	116	118	120	122	124	126	
Purchase of Water	29	29	30	31	32	33	34	35	36	37	38	39	40	41	42	43	44	45	46	47	48	49	50	51	52	
Provision	291	293	350	390	441	440	440	492	491	492	475	475	475	475	475	475	475	479	518	518	518	518	518	520	521	
System Assets	269	271	330	370	422	422	422	475	475	475	475	475	475	475	475	475	475	479	518	518	518	518	518	520	521	
Plant & Equipment	22	21	21	20	19	19	18	17	17	17	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Interest Expenses	32	26	21	15	10	7	4	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other Expenses	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78	
TOTAL EXPENSES	1274	1199	1350	1360	1527	1479	1590	1571	1718	1644	1749	1673	1802	1725	1859	1778	1915	1833	2015	1936	2085	1989	2141	2046	2202	
REVENUES																										
Water & Service Availability Charges	902	912	925	946	970	991	1014	1037	1059	1080	1101	1123	1150	1178	1205	1231	1258	1284	1311	1338	1365	1392	1417	1445	1471	
Residential	674	683	694	712	732	750	770	790	808	827	845	864	887	910	933	955	978	1001	1024	1047	1070	1093	1115	1139	1161	
Non-Residential	228	229	232	235	238	241	244	247	251	253	256	259	263	268	271	276	280	284	287	291	295	299	303	306	310	
Other Charges	783	792	803	823	844	862	883	903	923	942	961	981	1005	1029	1053	1077	1100	1125	1148	1172	1197	1220	1244	1267	1292	
Charges of Water : Residential	627	635	644	662	681	697	716	733	751	768	785	803	824	846	867	888	909	931	951	972	994	1015	1036	1058	1079	
Charges of Water : Non-Residential	156	157	159	161	163	165	168	170	172	174	176	178	181	184	186	189	191	194	197	200	203	205	207	210	213	
Other Charges	13	14	13	14	14	14	14	14	14	15	15	15	15	15	15	16	16	17	17	17	17	17	18	18	18	
Interest Income	188	200	157	125	118	124	131	129	138	153	167	182	201	226	250	274	261	251	199	216	233	253	266	281	295	
Other Revenues	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	
Grants	96	201	2594	2575	3284	6	6	3322	5	5	6	5	5	5	5	5	5	5	5	5	5	5	5	5	4	
Grants for Acquisition of Assets	90	195	2589	2569	3278	0	0	3317	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Senior Rebate Subsidy	6	6	6	6	6	6	6	6	5	5	6	5	5	5	5	5	5	5	5	5	5	5	5	5	4	
Other Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Developer Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Developer Provided Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
Other Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
TOTAL REVENUES	2057	2194	4567	4558	5304	2072	2123	5480	2214	2270	2325	2381	2451	2528	2602	2678	2715	2758	2755	2822	2891	2962	3024	3090	3155	
BALANCE RESULT	783	995	3217	3198	3778	594	533	3909	497	626	576	708	649	803	743	900	800	924	740	886	806	973	883	1044	953	
BALANCE RESULT (less Grants for Acq of Assets)	693	800	628	630	499	594	533	592	497	626	576	708	649	803	743	900	800	924	740	886	806	973	883	1044	953	

dated 9/12/2025

Values in 2023/24 \$'000

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Balranald SC Water Fund Financial Model 2024 : IWCM Water - Preferred

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Cashflow Statement

	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48
cashflow From Operating Activities																									
Receipts																									
Interest and Charges	1698	1718	1741	1783	1827	1867	1912	1954	1996	2037	2077	2119	2170	2223	2273	2324	2374	2426	2476	2527	2579	2629	2679	2730	2780
Interest Income	188	200	157	125	118	124	131	129	138	153	167	182	201	226	250	274	261	251	199	216	233	253	266	281	295
Water Revenues	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75	75
Contributions	96	201	2594	2575	3284	6	6	3322	5	5	6	5	5	5	5	5	5	5	5	5	5	5	5	5	4
Other Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Receipts from Operations	2057	2194	4567	4558	5304	2072	2123	5480	2214	2270	2325	2381	2451	2528	2602	2678	2715	2758	2755	2822	2891	2962	3024	3090	3155
Payments																									
Management	352	274	362	285	379	298	395	311	412	323	428	336	446	351	466	366	485	381	505	396	525	412	544	427	564
Contributions (plus WC Inc)	557	563	575	628	653	690	707	721	768	783	799	813	833	850	869	886	904	922	939	970	988	1005	1024	1043	1060
Interest Expenses	32	26	21	15	10	7	4	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Expenses	54	55	56	57	58	59	60	61	62	63	64	65	66	67	68	69	70	71	72	73	74	75	76	77	78
Total Payments from Operations	995	919	1014	985	1101	1054	1167	1095	1242	1169	1291	1214	1345	1269	1402	1321	1459	1374	1516	1439	1587	1492	1644	1547	1702
Cash from Operations	1062	1275	3553	3573	4204	1018	957	4385	972	1101	1034	1166	1105	1260	1200	1357	1256	1384	1239	1384	1304	1470	1380	1543	1452
cashflow from Capital Activities																									
Receipts																									
Proceeds from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Payments																									
Acquisition of Assets	645	759	5091	2954	4551	94	900	4086	400	400	400	400	137	0	0	0	1350	1040	2737	0	130	49	185	171	0
Cash from Capital Activities	-645	-759	-5091	-2954	-4551	-94	-900	-4086	-400	-400	-400	-400	-137	0	0	0	-1350	-1040	-2737	0	-130	-49	-185	-171	0
cashFlow from Financing Activities																									
Receipts																									
Proceeds from Loans Required	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Payments																									
Capital Loan Payments	79	80	82	84	68	37	37	38	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash from Financing Activities	-79	-80	-82	-84	-68	-37	-37	-38	0	0	0	0	0	0	0	0	0								
Net Cash	338	436	-1621	536	-415	887	20	262	572	701	634	766	968	1260	1200	1357	-94	343	-1498	1384	1173	1421	1195	1372	1452
Year End Cash	338	435	-1620	536	-415	887	20	262	572	701	634	766	968	1260	1200	1357	-94	343	-1498	1384	1173	1421	1195	1372	1452
Year Start	3670	3872	4162	2456	2891	2392	3168	3080	3228	3672	4225	4695	5277	6034	7047	7968	9009	8614	8654	6914	8017	8880	9953	10771	11732
Year End	4008	4307	2542	2992	2476	3279	3187	3341	3800	4373	4860	5462	6245	7294	8247	9325	8915	8957	7156	8298	9190	10301	11148	12143	13184
Capital Works Funding:																									
Annual Funding for New Works (\$'000)																									
Annual Funding for Renewals	170	15	1453	285	364	0	0	369	0	0	0	0	0	0	0	0	0	240	2737	0	0	0	0	171	0
Loans	385	550	1049	100	908	94	900	400	400	400	400	400	137	0	0	0	1350	800	0	0	130	49	185	0	0
Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Capital Works	90	195	2589	2569	3278	0	0	3317	0	0	0	0	0	0	0	0	0								
Total Capital Works	645	760	5090	2954	4551	94	900	4086	400	400	400	400	137	0	0	0	1350	1040	2737	0	130	49	185	171	0

Balranald SC Water Fund Financial Model 2024 : IWCM Water - Preferred

Statement of Financial Position

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	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48
Financial Assets																									
Land and Investments	4008	4162	2373	2699	2158	2761	2593	2626	2886	3209	3445	3741	4133	4664	5095	5566	5141	4991	3853	4316	4619	5002	5230	5504	5774
Receivables	330	334	341	348	356	364	372	380	387	395	403	410	420	429	438	447	456	465	474	484	493	502	511	521	530
Intangibles	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Property, Plant & Equipment	11316	11776	16511	19070	23175	22826	23282	26875	26782	26689	26614	26540	26201	25726	25251	24775	25650	26211	28431	27913	27526	27056	26724	26375	25854
Intangible Assets (1)	11117	11605	16366	18950	23078	22751	23228	26839	26765	26689	26614	26540	26201	25726	25251	24775	25650	26211	28431	27913	27526	27056	26724	26375	25854
Plant & Equipment	199	171	145	120	97	75	55	35	17	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ASSETS	15654	16272	19225	22117	25688	25950	26247	29880	30055	30293	30462	30691	30754	30819	30783	30788	31247	31668	32758	32713	32637	32560	32465	32400	32158
LIABILITIES																									
Bank Overdraft	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	70	71	72	74	76	77	79	81	83	84	86	88	89	91	93	96	97	99	101	103	105	107	109	111	113
Provisions	480	384	288	195	120	79	39	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reserves	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL LIABILITIES	550	454	360	269	196	157	118	81	83	84	86	88	89	91	93	96	97	99	101	103	105	107	109	111	113
ASSETS COMMITTED	15104	15818	18864	21848	25492	25794	26129	29799	29972	30208	30376	30603	30664	30727	30690	30693	31150	31568	32656	32610	32532	32454	32356	32289	32045
EQUITY																									
Accumulated Operating Result	7596	8334	11269	14087	17388	17393	17338	20661	20459	20393	20279	20302	20264	20382	20436	20645	20746	20969	21000	21177	21267	21520	21675	21986	22195
Revaluation Reserve	7508	7897	8317	8930	9665	10592	11537	12537	13732	14965	16238	17552	18908	20293	21701	23131	24583	26140	27787	29635	31513	33430	35381	37375	39411
TOTAL EQUITY	15104	15964	19033	22141	25810	26312	26723	30515	30887	31373	31791	32324	32777	33357	33842	34451	34924	35535	35960	36591	37104	37753	38274	38928	39456
Notes to System Assets																									
Current Replacement Cost	19837	20046	24088	26942	30584	30584	30584	34269	34269	34269	34269	34269	34269	34269	34269	34269	34268	34509	37246	37246	37246	37246	37246	37417	37417
Accumulated Depreciation	8720	8442	7722	7992	7506	7833	7356	7430	7505	7579	7655	7730	8068	8543	9018	9494	8619	8297	8815	9333	9720	10189	10522	11042	11563
Net Down Current Cost	11117	11605	16366	18950	23078	22751	23228	26839	26765	26689	26614	26540	26201	25726	25251	24775	25650	26211	28431	27913	27526	27056	26724	26375	25854

Balranald SC Water Fund Financial Model 2024 : IWCM Water - Preferred
Performance Indicators

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	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48
ical Residential Bills	785	785	785	785	785	785	785	785	785	785	785	785	785	785	785	785	785	785	785	785	785	785	785	785	785
rage Residential Bills (2023/24\$)	730	731	727	729	731	731	733	734	735	737	737	738	739	741	742	743	743	744	746	746	747	748	748	750	750
nnent Cost / Assessment (2023/24\$)	170	130	170	131	170	131	169	130	170	131	169	131	169	130	170	131	170	130	170	131	170	131	169	131	169
\ Cost per Assessment (2023/24\$)	419	380	418	397	441	412	451	412	465	426	464	425	465	425	464	424	464	424	463	428	467	427	466	427	466
rating Sales Margin (%)	30.19	34.80	27.01	27.87	20.55	24.46	20.38	22.84	17.26	22.32	18.96	23.95	19.91	25.08	20.98	26.05	21.97	26.86	21.17	25.72	21.57	26.56	22.38	27.17	22.99
onomic Real Rate of Return (%)	4.75	5.32	2.98	2.72	1.69	2.09	1.74	1.73	1.34	1.77	1.54	1.98	1.71	2.24	1.95	2.53	2.10	2.57	1.90	2.40	2.08	2.66	2.31	2.89	2.54
t Service Ratio	0.06	0.05	0.05	0.05	0.04	0.02	0.02	0.02	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
t/Equity Ratio	0.03	0.02	0.02	0.01	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
rest Cover	22.66	31.67	31.59	42.06	48.75	89.13	132.00	377.50	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
rn on capital (%)	4.63	5.12	4.27	4.05	3.63	2.31	2.05	4.36	1.65	2.07	1.89	2.31	2.11	2.61	2.41	2.92	2.56	2.92	2.26	2.71	2.47	2.99	2.72	3.22	2.96
h and Investments (2023/24\$'000)	4008	4308	2542	2992	2476	3279	3187	3341	3800	4373	4860	5462	6245	7294	8247	9325	8915	8957	7156	8298	9190	10301	11148	12143	13184
t outstanding (2023/24\$'000)	480	384	288	195	120	79	39	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Debt (2023/24\$'000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Balranald SC Water Fund Financial Model 2024 : IWCM Water - Preferred

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Summary Report of Assumptions and Results

	2023/24	2027/28	2032/33	2037/38	2042/43	2047/48	2052/53
ation Rates - General (%)	3.50	3.50	3.50	3.50	3.50	3.50	3.50
ation Rates - Capital Works (%)	3.50	3.50	3.50	3.50	3.50	3.50	3.50
rowing Interest Rate (%)	6.50	6.50	6.50	6.50	6.50	6.50	6.50
n of New Loans (years)	20	20	20	20	20	20	20
vestment Interest Rate (%)	5.00	5.00	5.00	5.00	5.00	5.00	5.00
with Rate - Residential (%)	1.25	2.49	2.17	2.36	2.11	1.91	1.08
eloper Charges per Assessment - idental (2023/24 \$)	1000	1000	1000	1000	1000	1000	1000
idised Scheme Capital Works (\$m)	0.26	3.28	0.00	0.00	0.00	0.00	0.00
nts on Acquisition of Assets (\$m)	0.09	3.28	0.00	0.00	0.00	0.00	0.00
ewals (\$m)	0.39	0.91	0.40	0.00	0.00	0.00	0.00
ewals (%)	1.94	2.97	1.17	0.00	0.00	0.00	0.00
h and Investments (\$m)	4.01	2.16	3.21	5.09	4.32	5.77	6.63
rowing Outstanding (\$m)	0.48	0.12	0.00	0.00	0.00	0.00	0.00
nt Cost / Assessment	170	170	131	170	131	169	131
t Equity Ratio	0.03	0.00	0.00	0.00	0.00	0.00	0.00
\ Cost Per Assessment	419	441	426	464	428	466	431
onomic Real Rate of Return (%)	4.75	1.69	1.77	1.95	2.40	2.54	3.57
rn on Capital (%)	4.63	3.63	2.07	2.41	2.71	2.96	3.85
Debt (\$m)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
t Service Ratio	0.06	0.04	0.00	0.00	0.00	0.00	0.00
rage Residential Bills	730	731	737	742	746	750	753
ical Residential Bills (2023/24\$)	785	785	785	785	785	785	785

ated 9/12/2025 Values in 2023/24 \$

Balranald Sc Sewer Fund Financial Model 2024 : IWCM Sewer - Preferred Operating Statement

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	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48
EXPENSES																									
Management Expenses	337	279	284	355	297	304	378	317	323	402	335	342	427	358	365	455	381	389	484	405	412	513	428	436	542
Administration	337	279	284	355	297	304	378	317	323	402	335	342	427	358	365	455	381	389	484	405	412	513	428	436	542
Engineering and Supervision	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Operation and Maintenance Expenses	136	137	147	149	148	150	150	152	153	155	156	158	158	160	162	164	165	186	187	190	192	194	196	199	201
Operation Expenses	0	0	8	9	9	9	9	9	9	10	10	10	10	10	11	11	11	30	30	31	32	32	33	34	34
Maintenance Expenses	113	114	115	116	117	118	119	120	121	122	123	124	125	127	128	130	131	133	134	136	137	139	140	142	143
Energy Costs	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23	23
Chemical Costs	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Recycling	208	235	234	234	233	232	231	230	229	229	213	213	213	213	213	212	213	262	262	262	262	262	262	262	262
System Assets	186	214	215	215	214	214	214	214	213	214	213	213	213	213	213	212	213	262	262	262	262	262	262	262	262
Plant & Equipment	22	20	20	19	18	18	17	17	16	15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Rest Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Expenses	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
TOTAL EXPENSES	684	654	667	740	681	689	763	702	708	789	708	715	801	735	743	834	762	840	937	860	870	972	888	900	1008
REVENUES																									
Gas & Service Availability Charges	810	817	823	832	838	849	854	863	870	880	887	897	905	917	925	937	946	958	967	979	987	998	1006	1019	1028
Commercial	539	544	551	558	566	575	582	589	598	605	614	622	630	640	649	658	667	678	686	696	705	713	723	732	741
Non-Residential	271	273	273	274	273	274	272	274	273	274	273	275	275	277	277	279	279	281	280	283	282	285	285	287	287
Waste Charges	11	11	11	11	11	11	11	12	12	12	12	12	13	13	13	13	13	13	13	14	14	14	14	15	14
Other Sales and Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Charges	26	26	26	26	26	26	26	26	26	26	26	26	26	27	27	27	27	27	27	27	27	27	27	28	28
Rest Income	88	84	80	89	104	119	130	143	144	136	142	154	161	168	175	178	183	179	178	183	187	185	184	186	186
Other Revenues	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33
Grants	6	1887	6	5	5	6	6	6	5	5	5	5	5	4	4	4	4	3304	4	4	4	4	4	4	4
Grants for Acquisition of Assets	0	1881	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3299	0	0	0	0	0	0	0
Seniorer Rebate Subsidy	6	6	6	5	5	6	6	6	5	5	5	5	5	4	4	4	4	4	4	4	4	4	4	4	4
Other Grants	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Developer Charges	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Developer Provided Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL REVENUES	974	2858	979	998	1018	1043	1060	1082	1090	1092	1105	1125	1142	1161	1176	1191	1204	4513	1220	1237	1251	1259	1268	1282	1291
BALANCING RESULT	290	2204	312	257	337	354	297	380	382	303	398	410	340	426	434	356	442	3674	284	377	381	287	380	382	283
BALANCING RESULT (less Grants for Acq of Assets)	290	323	312	257	337	354	297	380	382	303	398	410	340	426	434	356	442	374	284	377	381	287	380	382	283

Balranald Sc Sewer Fund Financial Model 2024 : IWCN Sewer - Preferred Cashflow Statement

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	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48
Flow From Operating Activities																									
<u>Receipts</u>																									
Interest and Charges	847	854	861	869	876	886	892	901	908	918	925	935	944	957	965	977	986	999	1007	1020	1028	1040	1049	1062	1070
Interest Income	88	84	80	89	104	119	130	143	144	136	142	154	161	168	175	178	183	179	178	183	187	185	184	186	186
Other Revenues	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33	33
Grants	6	1887	6	5	5	6	6	6	5	5	5	5	5	4	4	4	4	3304	4	4	4	4	4	4	4
Contributions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total Receipts from Operations	974	2858	979	998	1018	1043	1061	1082	1091	1093	1106	1127	1143	1162	1177	1192	1205	4514	1222	1239	1252	1261	1270	1284	1293
<u>Payments</u>																									
Depreciation	337	279	284	355	297	304	378	317	323	402	335	342	427	358	365	455	381	389	484	405	417	513	428	436	542
Provisions (plus WC Inc)	139	140	149	152	151	153	154	155	156	158	160	161	164	166	168	168	168	190	191	194	197	198	200	203	205
Interest Expenses	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Expenses	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3	3
Total Payments from Operations	479	422	436	510	451	461	535	475	481	563	498	505	592	526	534	626	552	582	678	602	612	713	631	642	750
Cash from Operations	495	2436	543	488	567	583	526	608	609	530	608	621	551	636	644	566	653	3933	544	637	641	548	639	642	543
Flow from Capital Activities																									
<u>Receipts</u>																									
Proceeds from Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Payments</u>																									
Acquisition of Assets	307	2668	263	149	0	111	70	0	537	500	0	37	50	111	37	134	79	3666	169	0	0	175	159	50	0
Cash from Capital Activities	-307	-2668	-263	-149	0	-111	-70	0	-537	-500	0	-37	-50	-111	-37	-134	-79	-3666	-169	0	0	-175	-159	-50	0
Flow from Financing Activities																									
<u>Receipts</u>																									
Proceeds from Loans Required	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
<u>Payments</u>																									
Capital Loan Payments	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Cash from Financing Activities	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Net Change in Cash	188	-232	280	339	567	472	456	608	72	30	608	584	501	525	607	433	574	266	375	637	641	373	480	592	543
Initial Year Cash	188	-232	280	339	567	472	456	608	72	30	608	584	501	525	607	433	574	266	375	637	641	373	480	592	543
End Year Cash	1715	1839	1552	1771	2038	2517	2888	3230	3708	3653	3558	4025	4454	4787	5133	5545	5776	6135	6185	6338	6738	7130	7249	7468	7788
Initial Year Cash	1903	1607	1832	2110	2606	2989	3343	3838	3780	3683	4166	4610	4955	5312	5739	5978	6350	6401	6559	6974	7379	7503	7729	8060	8331
Capital Works Funding:																									
Initial Funding for New Works (\$'000)	0	209	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	367	0	0	0	0	0	0	0
Initial Funding for Renewals	307	578	263	149	0	111	70	0	537	500	0	37	50	111	37	134	79	0	169	0	0	175	159	50	0
Proceeds from Loans	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Grants	0	1881	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	3299	0	0	0	0	0	0	0
Total Capital Works	307	2668	263	149	0	111	70	0	537	500	0	37	50	111	37	134	79	3666	169	0	0	175	159	50	0

Balranald Sc Sewer Fund Financial Model 2024 : IWCM Sewer - Preferred
Statement of Financial Position

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	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48
Land and Investments	1902	1603	1828	2102	2592	2965	3309	3792	3719	3603	4067	4491	4812	5146	5546	5760	6104	6126	6254	6637	7009	7100	7292	7588	7822
Intangibles	81	81	82	83	84	85	86	87	88	89	90	91	92	93	95	96	96	98	99	100	101	102	103	104	106
Intangibles	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Property, Plant & Equipment	10694	13120	13144	13054	12817	12694	12530	12298	12604	12874	12661	12485	12322	12220	12044	11965	11831	15236	15142	14880	14618	14530	14427	14215	13953
Item Assets (1)	10505	12957	13007	12940	12726	12623	12478	12265	12588	12874	12661	12485	12322	12220	12044	11965	11831	15236	15142	14880	14618	14530	14427	14215	13953
Int & Equipment	189	162	137	114	92	71	51	33	16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other Assets	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL ASSETS	12677	14804	15054	15239	15492	15744	15925	16176	16411	16566	16818	17066	17226	17460	17685	17821	18031	21459	21495	21617	21727	21732	21822	21907	21881
LIABILITIES																									
Bank Overdraft	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	12	12	12	13	13	13	14	14	14	15	15	15	15	15	15	16	16	16	16	16	16	16	15	16	16
Provisions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Provisions	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL LIABILITIES	12	12	12	13	13	13	14	14	14	15	15	15	15	15	15	16	15	16	16						
ASSETS COMMITTED	12665	14792	15042	15227	15479	15731	15911	16162	16396	16552	16803	17051	17211	17444	17670	17805	18016	21443	21480	21601	21712	21716	21807	21891	21865
EQUITY																									
Unamulated Operating Result	4368	6424	6519	6555	6671	6800	6867	7015	7160	7221	7374	7535	7620	7789	7960	8047	8216	11612	11503	11491	11484	11383	11378	11375	11274
Net Revaluation Reserve	8298	8372	8528	8678	8822	8954	9078	9193	9297	9408	9525	9631	9728	9815	9896	9969	10036	10097	10270	10435	10585	10721	10850	10971	11080
TOTAL EQUITY	12666	14796	15046	15234	15493	15754	15945	16208	16456	16629	16899	17166	17348	17605	17856	18015	18252	21709	21773	21926	22069	22104	22228	22346	22354
Notes to System Assets																									
Current Replacement Cost	14325	16414	16415	16414	16414	16414	16414	16414	16414	16414	16414	16413	16414	16414	16413	16413	16413	20079	20079	20079	20079	20079	20079	20079	20079
Less: Accumulated Depreciation	3820	3457	3408	3474	3689	3791	3936	4149	3826	3540	3753	3929	4092	4193	4369	4448	4582	4844	4937	5199	5461	5549	5651	5864	6126
Net Down Current Cost	10505	12957	13007	12940	12726	12623	12478	12265	12588	12874	12661	12485	12322	12220	12044	11965	11831	15236	15142	14880	14618	14530	14427	14215	13953

Balranald Sc Sewer Fund Financial Model 2024 : IWCN Sewer - Preferred
Performance Indicators

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	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	2036/37	2037/38	2038/39	2039/40	2040/41	2041/42	2042/43	2043/44	2044/45	2045/46	2046/47	2047/48
ical Residential Bills	698	698	698	698	698	698	698	698	698	698	698	698	698	698	698	698	698	698	698	698	698	698	698	698	698
rage Residential Bills (2023/24\$)	658	660	661	661	661	664	664	664	664	665	666	667	666	668	668	669	669	671	671	672	672	672	673	673	674
nnment Cost / Assessment (2023/24\$)	342	282	284	352	291	294	362	299	302	372	308	310	383	317	319	393	326	329	404	334	337	414	342	344	424
\ Cost per Assessment (2023/24\$)	481	420	430	499	436	439	506	443	445	516	450	453	524	459	461	535	467	486	561	492	494	571	498	502	581
rating Sales Margin (%)	22.80	26.73	25.75	18.47	25.55	25.50	17.94	25.27	25.14	17.43	26.51	26.38	18.23	26.06	25.80	17.62	25.37	18.85	10.17	18.44	18.23	9.58	18.09	17.90	8.80
onomic Real Rate of Return (%)	1.89	1.82	1.76	1.29	1.82	1.86	1.33	1.93	1.89	1.29	2.02	2.05	1.45	2.12	2.14	1.49	2.19	1.28	0.70	1.31	1.33	0.71	1.36	1.38	0.70
t Service Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
t/Equity Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
rest Cover	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00
rn on capital (%)	2.29	2.61	2.07	1.69	2.18	2.25	1.86	2.35	2.33	1.83	2.36	2.40	1.97	2.44	2.45	2.00	2.45	8.55	1.32	1.74	1.75	1.32	1.74	1.74	1.30
h and Investments (2023/24\$'000)	1903	1607	1832	2110	2606	2989	3343	3838	3780	3683	4166	4610	4955	5312	5739	5978	6350	6401	6559	6974	7379	7503	7729	8060	8331
t outstanding (2023/24\$'000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Debt (2023/24\$'000)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Balranald Sc Sewer Fund Financial Model 2024 : IWCM Sewer - Preferred

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Summary Report of Assumptions and Results

	2023/24	2027/28	2032/33	2037/38	2042/43	2047/48	2052/53
ation Rates - General (%)	3.50	3.50	3.50	3.50	3.50	3.50	3.50
ation Rates - Capital Works (%)	3.50	3.50	3.50	3.50	3.50	3.50	3.50
rowing Interest Rate (%)	6.50	6.50	6.50	6.50	6.50	6.50	6.50
n of New Loans (years)	20	20	20	20	20	20	20
stment Interest Rate (%)	5.00	5.00	5.00	5.00	5.00	5.00	5.00
wth Rate - Residential (%)	0.61	1.30	1.22	1.36	1.27	1.19	1.40
eloper Charges per Assessment - idental (2023/24 \$)	1000	1000	1000	1000	1000	1000	1000
sidised Scheme Capital Works (\$m)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
nts on Acquisition of Assets (\$m)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
ewals (\$m)	0.31	0.00	0.50	0.04	0.00	0.00	0.00
ewals (%)	2.14	0.00	3.04	0.23	0.00	0.00	0.00
h and Investments (\$m)	1.90	2.59	3.60	5.55	6.64	7.82	7.97
rowing Outstanding (\$m)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
nt Cost / Assessment	342	291	372	319	334	424	354
t Equity Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00
\ Cost Per Assessment	481	436	516	461	492	581	510
onomic Real Rate of Return (%)	1.89	1.82	1.29	2.14	1.31	0.70	1.47
rn on Capital (%)	2.29	2.18	1.83	2.45	1.74	1.30	1.68
Debt (\$m)	0.00	0.00	0.00	0.00	0.00	0.00	0.00
t Service Ratio	0.00	0.00	0.00	0.00	0.00	0.00	0.00
rage Residential Bills	658	661	665	668	672	674	676
ical Residential Bills	698	698	698	698	698	698	698

ated 9/12/2025 Values in 2023/24 \$

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Department of Climate Change, Energy, the Environment and Water



Western NSW LWU strategic planning gap analysis process

Briefing for Western NSW Councils
5 February 2026





Acknowledgement of Country



The Department of Climate Change, Energy, the Environment and Water acknowledges that it stands on Aboriginal land.

We acknowledge the Traditional Custodians of the land and water, and we show our respect for Elders past, present and emerging.

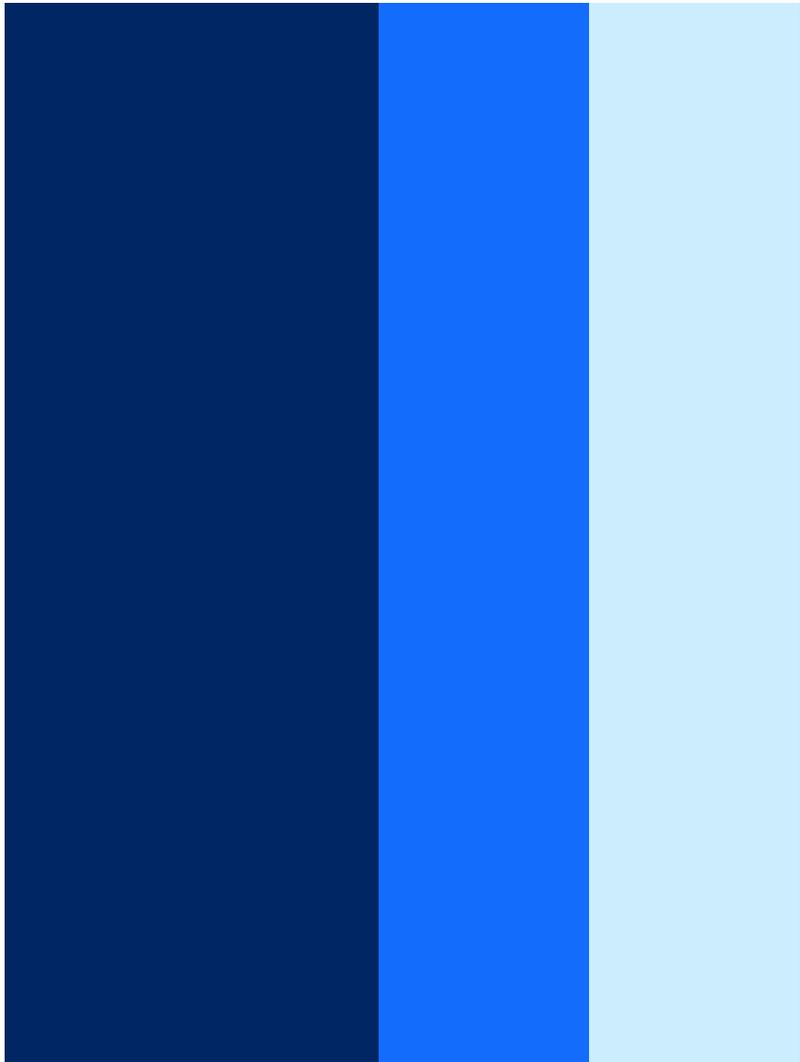
We do this through thoughtful and collaborative approaches to our work, seeking to demonstrate our ongoing commitment to providing places in which Aboriginal people are included socially, culturally and economically.

Artist and designer Nikita Ridgeway from Aboriginal design agency – Boss Lady Creative Designs, created the People and Community symbol.

Agenda



1. Why are we focussing on strategic planning?
 2. Overview of gap analysis process (and pilots) and timing
 3. Phase 2 and the Council Reference Group
 4. How to participate in the gap analysis
-

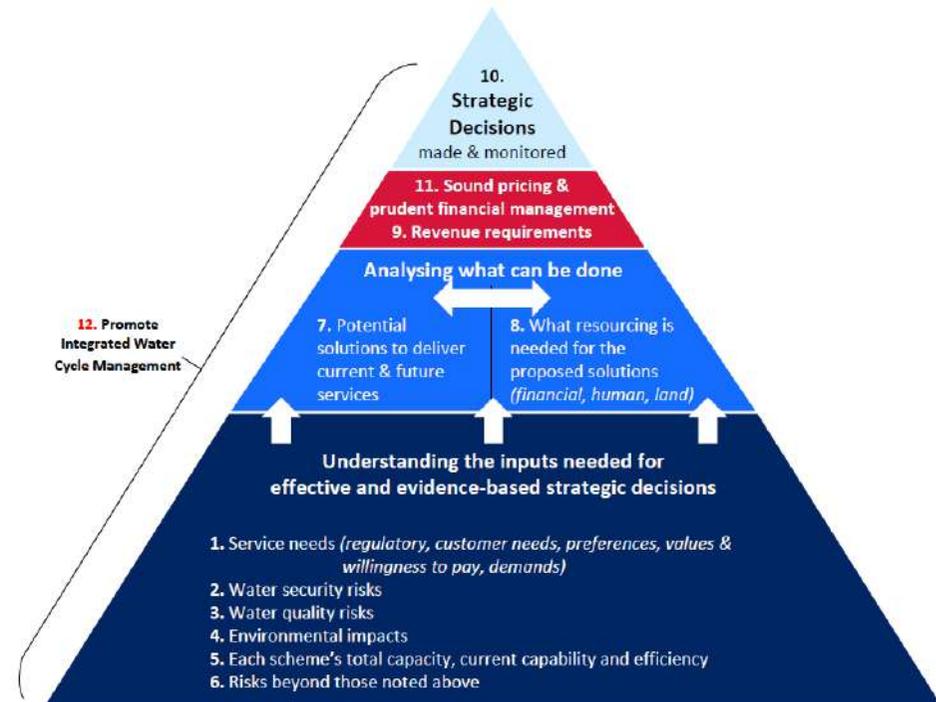


Why are we focussing on strategic planning?

Councils must make strategic, evidence-based decisions



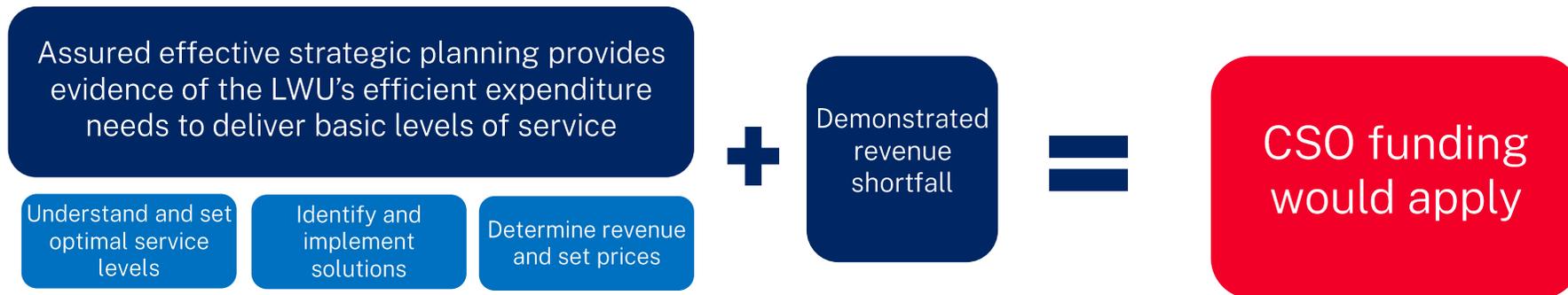
- Under section 8A(2)(e) of the *Local Government Act 1993*, councillors must be satisfied that the decisions they make regarding water supply and sewerage services are based on sound evidence, backed up by transparent reasoning and records.
- NSW councils must undertake business-wide strategic planning (including water and sewer) in accordance with the Local Government Act's Integrated Planning and Reporting (IP&R) framework.
- The department's expectations for effective and evidence-based strategic planning for the provision of town water services can be found in section 3 of the Regulatory and Assurance Framework for LWUs (RAF).





There is a need to focus on strategic planning

- Strategic planning is a foundational element of the PEC's proposed CSO funding approach.



- Effective strategic planning:
 - gives councils, decision-makers, and communities certainty that current/future risks and challenges, and customer needs are understood and systems are in place to address them
 - makes it easier to justify works approvals and new/increased water access licenses, and co-funding requests for specific solutions.

Why focus on strategic planning for western NSW LWUs?



Help western NSW LWUs to be ready for potential CSO funding

- The project aims to help these vulnerable LWUs to be in the best position to participate in potential future funding models.

Better understand where the LWUs are at against the RAF

- Western NSW LWUs are undertaking a range of strategic planning related work but we don't have a comprehensive understanding how this maps to section 3 of the RAF.

Test different ways to drive efficiency and effectiveness

- Western NSW LWUs have told us that they want to explore the Alliance/collaborative models to drive efficiency and effectiveness in water and sewer service delivery, which we will explore in the context of driving strategic planning improvement.
-

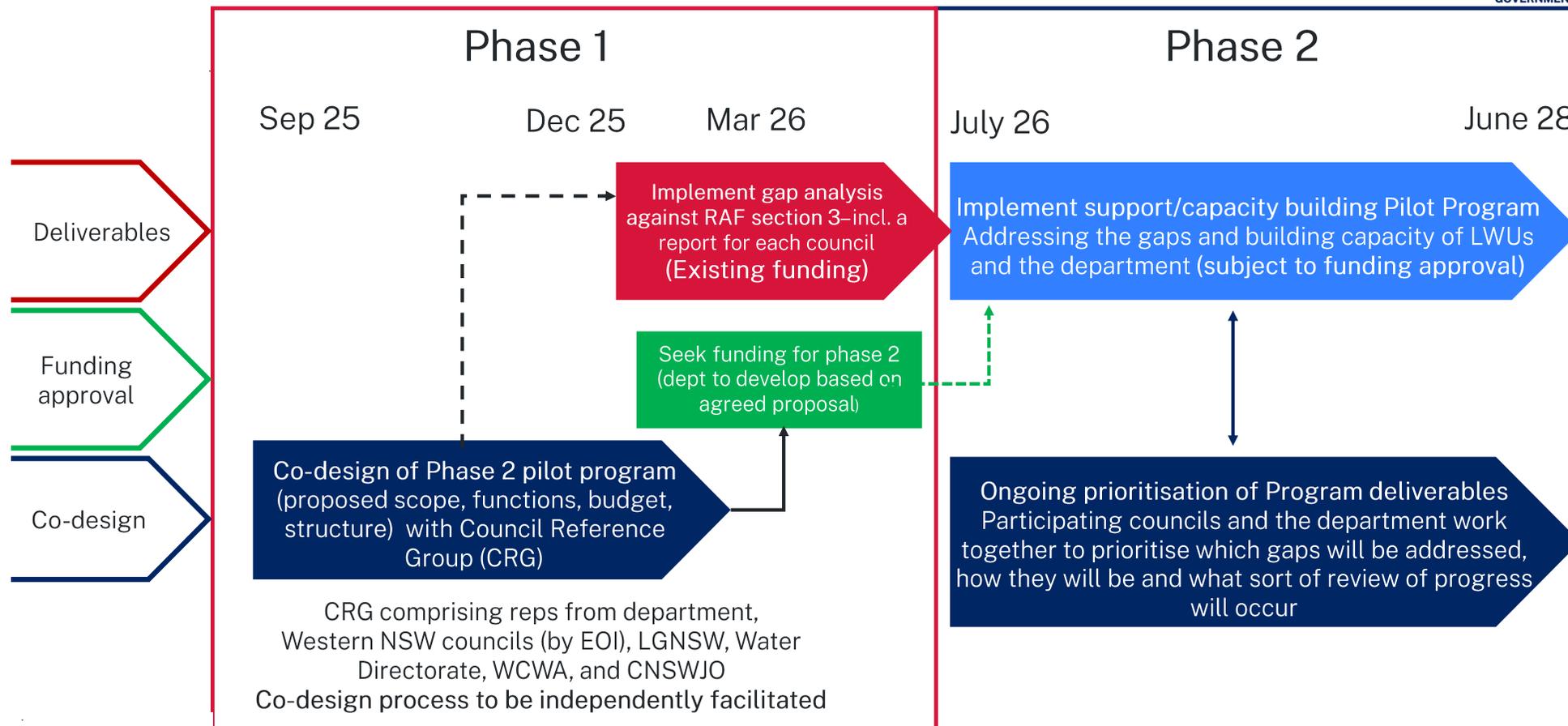
What is the aim of the Western NSW Strategic Planning Support Program?

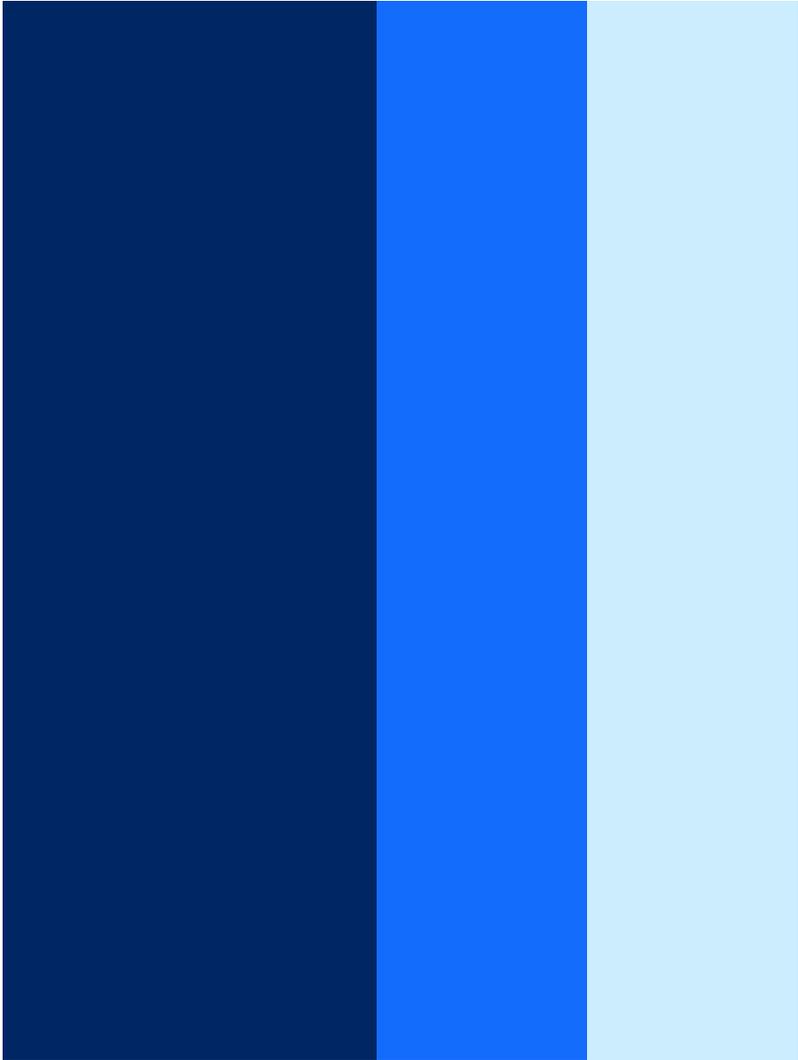


- Phase 1 of the program will identify the gaps that western NSW LWUs are facing in relation to having:
 - relevant data and information in place to inform strategic decisions
 - relevant systems, processes and people in place to make strategic decisions, and to act on them in an ongoing manner.
 - Phase 2 is currently being co-designed with a Western NSW Council Reference Group, focussing on a program proposal to address the gaps identified (note: at present, Phase 2 is not funded).
 - By identifying the gaps and supporting LWUs to address them, the Program aims to ensure that western NSW LWUs will be in the best position to:
 - identify their efficient expenditure needs in line with NSW Treasury expectations (i.e. be “CSO ready”)
 - seek future assurance under the RAF, if they choose to.
-



Overview of the process





Gap analysis process
What to expect

A voluntary, no-regrets approach



-
- The strategic planning gap analysis process is voluntary and open to all 20 western NSW LWUs.
 - Two councils have volunteered to pilot the process: Bourke Shire Council and Narromine Shire Council.
 - The gap analysis is not the department's RAF assurance process but will give your LWU key insights into what it should focus on if it does want to seek assurance in future.
 - A key difference to the RAF's Strategic Planning Assurance process is, for the purpose of this gap analysis only, we will be adopting a maturity scale approach (e.g. low maturity/not meeting RAF outcomes, emerging maturity, and high maturity/meeting RAF outcomes).
 - The aim is to encourage improvement, and build understanding and capability.
 - The findings of the process will inform the work that can be done by LWUs and the Government to address the gaps identified (including as part of a potential program in Phase 2).
 - Importantly, the insights we gather in this process will inform the department's approach to strategic planning assurance under the RAF, and how we support all NSW LWUs.
-

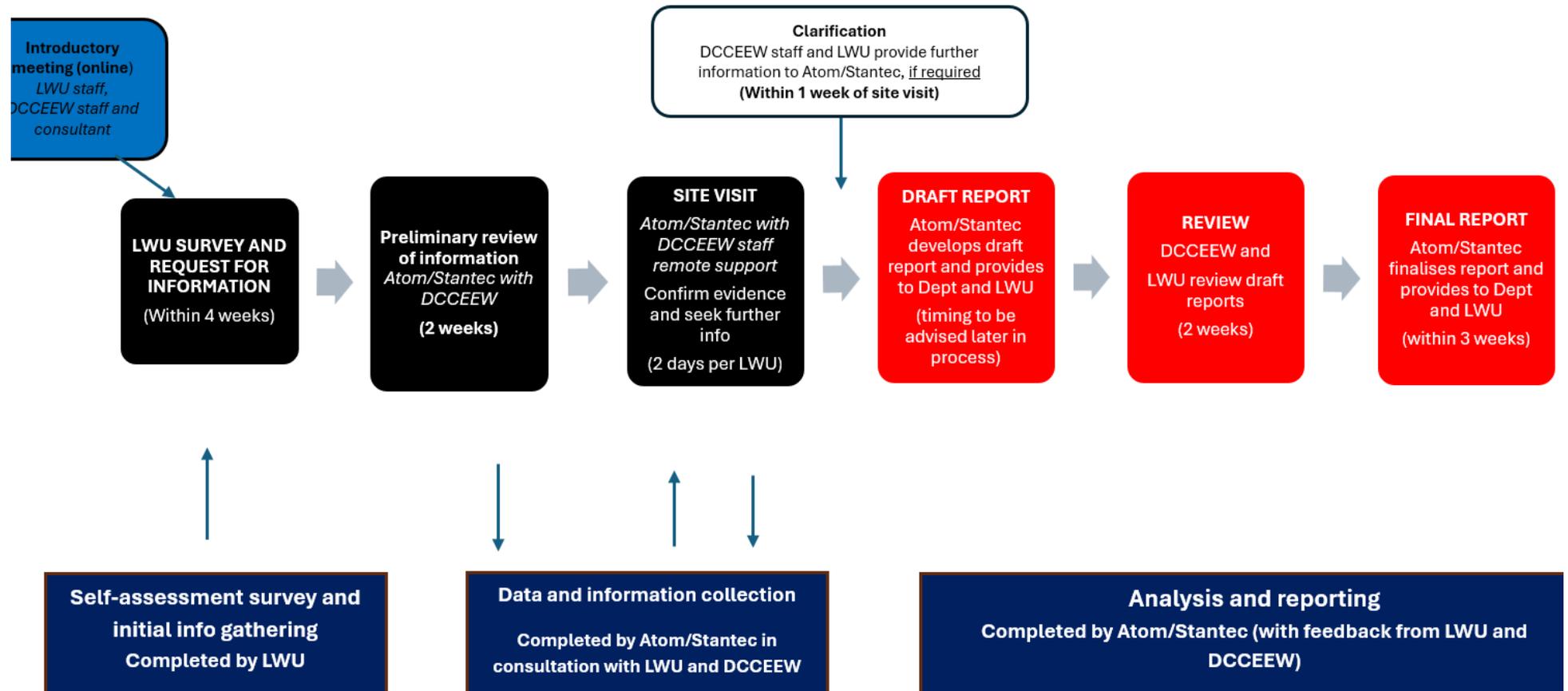
Gap Analysis process



-
- Will be undertaken by Atom Consulting/Stantec (with departmental support), who will:
 - request that each council complete a contextual survey and provide supporting information about its key strategic planning systems, processes, data and information
 - undertake a preliminary desktop analysis of each LWU's strategic planning documentation and systems
 - undertake face-to-face visits (2 days per LWU to limit resourcing impact for LWUs)
 - provide a draft report for each LWU
 - provide final reports after considering LWU and departmental feedback.



Gap analysis process



Atom/Stantec team



- Atom/Stantec has appointed 7 leads to undertake the gap analysis process:
 - Annalisa Contos
 - Natalie Crawford
 - Patrick Schnelle
 - Philip de Souza
 - Benjamin Steel
 - Geoffrey Kleu
 - David Bartley (back-up lead)

Note: LWU allocations and timings to be advised.

LWU Survey and request for information



Survey

- Issued at commencement of process with explanation of how to complete.
- In line with the participatory nature of the process, allows each LWU to have their say at the start, provide relevant information for consideration, and aims to set a foundation for the capacity building component of the program.

Request for information

- Existing documents and information (incl. work underway) on which you base your LWU strategic planning decisions, plus information about how you make such decisions (e.g. IP&R documents, governance, systems and processes etc).
 - Issued with survey. Aims to balance the resourcing impact for participating LWUs while also driving engagement to provide a basis on which to develop strategic planning capability.
-

Site visits



- Pilot council site visits to occur in mid-March with remaining councils visited between April and June.
 - Site visits to be undertaken by Atom/Stantec.
 - departmental project team members will also attend pilot site visits.
 - 2 days onsite to minimise disruption.
 - The purpose of the site visits is to:
 - confirm any gaps in knowledge or evidence to inform consultant analysis
 - obtain further contextual information from the LWU
 - provide opportunities for capacity building.
-

What will LWUs receive?



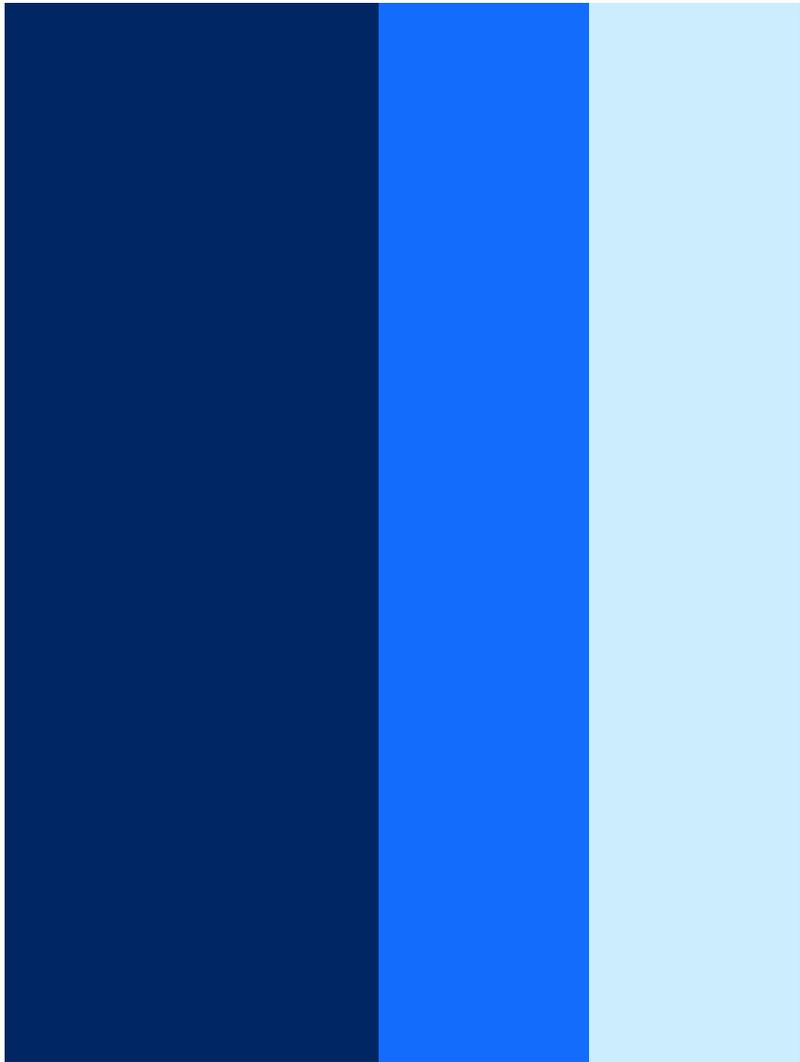
- A tailored report for each LWU highlighting:
 - how its systems, processes and data/information align with the 12 RAF strategic planning outcomes
 - an assessment of its maturity against the 12 RAF outcomes
 - areas of good practice, gaps against the RAF strategic planning requirements and areas to focus on.

Note: Atom will also produce a separate regional report containing regional trends and findings, key gaps and opportunities for improvement. This will be an important input into decision-making for a potential Phase 2 program.

Overview of gap analysis timing



* Timing tbc



Phase 2 and Council Reference Group

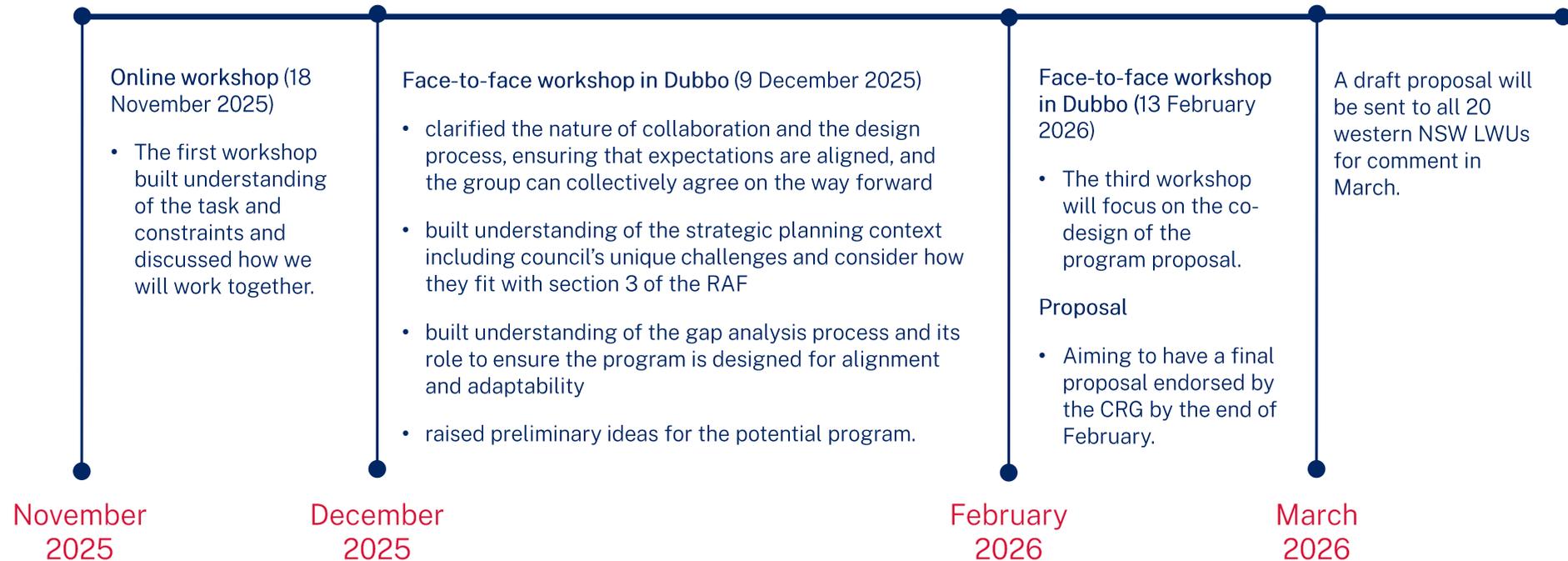
What could happen in Phase 2?

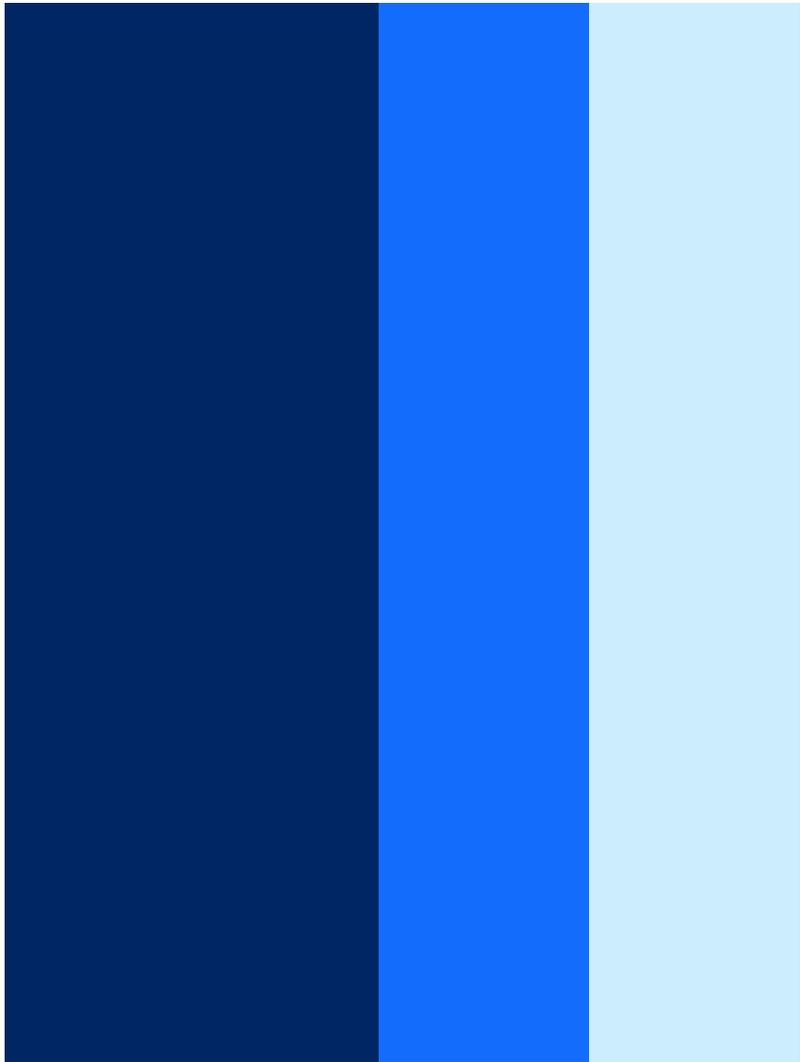


-
- The department and the Council Reference Group (representative group from western NSW LWUs and industry) are developing a proposal for a strategic planning support and capacity building pilot program for western NSW LWUs (Phase 2).
 - Process is being facilitated by Rachel Fox and Edwina Meade from bd Infrastructure.
 - Focussing on potential collaborative approaches between the department and LWUs, and between the LWUs themselves, to address the gaps identified in the gap analysis.
 - The department will seek funding for the proposed program. However, it is noted that we are in a highly constrained budget environment.
 - If funding can be obtained, the program would aim to commence in mid 2026.
 - The program's work schedule (what will be done and how) will be determined collaboratively by the department and participating LWUs after the program commences, based on the strategic planning gap analysis.
-

22

Council Reference Group progress





How can LWUs participate in the gap analysis process?

Express your interest



-
- Please express your LWU's interest in participating in the gap analysis by Friday 27 February via email to glen.colley@dcceew.nsw.gov.au
 - Alternatively, contact us to obtain further information or discuss any questions.



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10.10 2025 - 2035 WASTE MANAGEMENT STRATEGY

File Number:	D26.119888
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 Seek Council endorsement of the draft 2025-2035 Waste Management Strategy (WMS).

OFFICER RECOMMENDATION**That Council**

- 1. Approves the 2025-2035 WMS; and**
- 2. Includes 13 key Priority Items/Recommendations from the 2025-2035 WMS for consideration in the future Council Delivery & Operational Plans.**

REPORT

Balranald Shire Council engaged CT Management Group Pty Ltd to prepare the draft WMS for the period 2025–2035. The strategy aims to ensure the long-term sustainability of Council’s waste management services by enhancing environmental practices and meeting both financial and legislative obligations.

As part of the strategy’s development, CT Management Group conducted initial community consultation. In the spirit of Councils approved Community Engagement & Communications Strategy 2025 the draft WMS was placed on public exhibition from September 2025, inviting further feedback from residents that would later lead to finalising and adopting the strategy.

Action	Task	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
1	Review annually of Fees and Charges at Balranald and Euston Landfill & Transfer Station					
2	Carry out a waste composition audit (red lid bins) to better understand the current waste types deposited.					
3	Trial Kerbside FOGO Collection Service					
4	Education Officer type support for Resource Recovery activities					
5	Community education for a possible home composting scenario					
6	Public Place Recycling					
7	Regional Collaboration on waste contracts					
8	Infrastructure builds – Composting pad at BSC Landfill					

Action	Task	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
9	Kerbside collection contracts in place					
10	Review of Domestic Waste Management Charges					
11	Service area further defined if FOGO introduced					
12	Monitor and implement Landfill Closure Plan					
13	Develop a residual waste future management plan for Euston only					
14	Review technological advances pertaining to putrescible waste					
15	Investigate the potential to establish Return and Earn reverse vending machines in Balranald and Euston.					
16	Develop a formal communication plan for recycling initiatives.					
17	Strategic direction setting – review the available options and refine the preferred way forward, including modifying the Waste Management Strategy to reflect Councils agreed position.					

The above action table is a summary of tasks for consideration

FINANCIAL IMPLICATION

REPORT

Balranald Shire Council engaged CT Management Group Pty Ltd to prepare the draft WMS for the period 2025–2035. The strategy aims to ensure the long-term sustainability of Council’s waste management services by enhancing environmental practices and meeting both financial and legislative obligations.

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The above action table is a summary of tasks for consideration

FINANCIAL IMPLICATION

The recommendations drawn from the 13 key Priority Items/Recommendations from the 2025-2035 WMS will be inclusions in future draft budget submissions for consideration.

No.	Recommendation	Cost Implication	Priority
Balranald Landfill			
1	Data collection – obtain/track data for all waste and recyclables received, and for all revenue and costs activities.	On site recording of data, incremental increase labour costs \$2,000 internal	High (0-2 years)
2	Landfill operations review – Review landfill operations (i.e., how compaction and cover is delivered etc.) and equipment (i.e., landfill compactor, bulldozer, front-end loader, excavator etc.) required to identify efficiency and cost saving opportunities.	\$3,000	High (0-2 years)
Euston Landfill			
3	Data collection – Undertake a detailed data collection and contract review process to ensure Council is prepared for the future re-tendering of operations, or to ensure sufficient information is in place to enable internal management.	\$4,000	High (0-2 years)
4	Future operation business case – Review the overall level of value that the Euston Landfill provides to BSC residents to support a business case for the future operation of the site, or otherwise. Consideration should be given to operational costs, revenue potential, on-going liability, potential closure costs, future industry and other developments, on-going management requirements, etc.	\$6,000	High (0-2 years)

No.	Recommendation	Cost Implication	Priority
Landfills - general			
5	Investigate the feasibility of establishing a community recycling centre (CRC) for household problem wastes at either landfill.	\$3,000	Medium (3-5 years)
Kerbside collection / FOGO			
6	Bin contents – Conduct a waste composition audit for current kerbside residential waste collected in Balranald and Euston. A second audit of commercial bins is recommended but not critical.	\$3,000	High (0-2 years)
7	Commercial FOGO – Establish suitable charge rates for commercial FOGO collection if Council is required to provide this extra service.	\$2,000	High (0-2 years)
8	Residential FOGO waste – Investigate FOGO options more fully including but not limited to; home composting, sewer disposal, opt in with extra charge, community bins, free green and organics disposal at Balranald landfill. Home composting and sewer disposal are the most economical options.	\$10,000	Medium (3-5 years)
Data capture requirements			
9	Residential waste volumes data – Obtain Balranald and Euston Rubbish Truck weights over the course of a full calendar year (no less than 2 truck weights per season to enable seasonal variance to be understood) to obtain accurate data on the amount of residential waste going to landfill and to enable future planning for the landfills and other waste management requirements.	<\$1,000	High (0-2 years)
Fees & Charges			
10	Fees and Charges – Review Councils Waste Fees and Charges schedule and consider increasing waste disposal fees to current and future potential customers for identified waste streams to enhance cost recovery to reach at least break even, including rehabilitation provision.	\$3,000	High (0-2 years)
11	FOGO processing options – investigate the options available to BSC to develop a thorough business case on its potential viability considering disposal and processing locations, disposal rates and transport costs, etc. Seek assistance from RAMJO in the development of the business case to ensure it includes regional opportunities. Seek assistance from LGNSW to lobby for a FOGO exemption.	\$6,000	Medium (3-5 years)
Return & Earn scheme			
12	Investigate the potential to establish Return & Earn reverse vending machine collection point in Balranald and Euston.	\$1,000	Medium (3-5 years)
Overarching Strategic review analysis			
13	Strategic direction setting – following BSC obtaining all the high priority data elements noted in the above recommendation items, review the available options and refine the preferred way forward (preferably within a 12-month period). This is to include modifying the Waste Management Strategy to reflect Councils agreed position based upon the further information and research.	\$3,000	High (0-2 years)

LEGISLATIVE IMPLICATION

Local Government Act 1993-

Protection of the Environment Operations (POEO) Act 1997

Waste Avoidance and Resource Recovery (WARR) Act 2001

Protection of the Environment Operations (Waste) Regulation 2017

Waste Regulation 2015

Product Stewardship Act 2011

POLICY IMPLICATION

Nil

RISK RATING

Low

ATTACHMENTS

1. **2025 - 2035 Waste Management Strategy** [↓](#) 



**WASTE MANAGEMENT STRATEGY 2026 - 2036
PREPARED FOR BALRANALD SHIRE COUNCIL**

FEBRUARY 2026 – FINAL DRAFT



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DOCUMENT CONTROL

CT Management Group P/L PO Box 1374 GEELONG VIC 3220 Mobile: Robert Miller 0408328791 Email: admin@ctman.com.au Web: www.ctman.com.au	Document: Balranald Shire Council – Waste Management Strategy
	Project Manager: Jarrod Bryant
	Author: Robert Miller, Paul Somerville, Jarrod Bryant
	Date: February 2026
	Synopsis: The Strategy provides a comprehensive plan for managing waste sustainably while addressing the unique challenges of a low-density rural population, limited financial resources, and evolving regulatory requirements.

CONSULTANTS DISTRIBUTION SCHEDULE

Version No.	Date	Distribution	Reference
1	5.3.2025	DMcK, RM, NMR	V1
2	31.3.2025	DMcK, RM, NMR	V2
3	9.4.2025	DMcK, RM, NMR	V3
4	7.5.2025	DMcK, RM, NMR	V4
5	12.8.2025	DMcK, RM, NMR	Final1
5	2.2.2026	DMcK, RM, NMR	Final2

SCHEDULE OF ADOPTION

Version No.	Date	Comment	Reference

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GLOSSARY

C&D	Construction & Demolition.
C&I	Commercial & Industrial.
CDS	Container deposit scheme.
Combustion	The combustion of waste materials involves the complete burning of waste materials in an oxygen-rich environment to create ash, flue gas and heat.
CRC	Permanent drop-off centre for common household problem wastes that cannot be collected via council kerbside waste and recycling collection services.
FOGO	Food organics and garden organics waste.
MSW	Municipal solid waste.
Organics	Organic waste materials including paper and cardboard, food waste, green waste and timber.
RAMJO	Riverina and Murray Joint Organisation.
Recovery	Proportion of total waste diverted from landfill. Also referred to as Landfill Diversion Rate.
Recyclables	Waste materials able to be recycled including paper and cardboard, glass, plastics and metals.
Recycling	A set of processes (including biological) that converts solid waste into useful materials or products.
Reuse	Recovering value from a discarded resource in its original state without reprocessing or remanufacture.
Treatment	Processing of waste materials that alters its physical and/or chemical form.
Waste Management Hierarchy	An internationally recognised concept which lists waste management hierarchy options in order of preference according to their sustainability and environmental impacts.
WaSM	Waste and Sustainable Materials.

PART A – INTRODUCING OUR STRATEGY

1. EXECUTIVE SUMMARY

The Balranald Shire Council (BSC) **Waste Management Strategy (2026-2036)** provides a comprehensive plan for managing waste sustainably while addressing the unique challenges of a low-density rural population, limited financial resources, and evolving regulatory requirements.

The strategy aligns with **NSW Waste and Sustainable Materials Strategy 2041 (WaSM Strategy)** and the **RAMJO Regional Waste and Resource Recovery Strategy (2022-2027)** to support waste minimization and improved resource recovery.

Key Challenges identified in the Strategy are as follows:

- **Lack of data:** The data that Council has available is not sufficient to make informed waste management decisions moving forward. Data elements such as the following will add significant value to Councils decision making processes:
 - A **waste composition audit** of the red lidded bin.
 - **Truck weight** details collected at least 4 times over a 12-month period (preferably spread out over the year to capture volumes during each season – winter, spring, summer, autumn).
 - Volume of **other waste streams** being received at Balranald and Euston Landfills.
- **Financial Constraints:** The high cost of new waste programs (i.e., Food Organics and Garden Organics - FOGO) versus limited council revenue makes implementing some best-practice waste management services financially challenging.
- **Lack of Recycling & Organic Waste Processing:** No kerbside recycling or FOGO service currently exists, making waste reduction difficult.
- **Landfill Management:** Estimating Landfill remaining useful life years is difficult in the current environment given the lack of data. Example: the **Balranald Landfill has an estimated 90-year lifespan**, but data collection on waste volumes, composition, and operational efficiency is currently insufficient for long-term planning.
- **Cross-Border Waste Issues Management:** The **Euston Landfill** is receiving large volumes of Victorian waste without financial benefit to the Council, creating operational and environmental risks.
- **Limited Waste Diversion:** The current **waste diversion rate is only 8%**, significantly below the **80% target** set by the NSW EPA for 2030.

The primary **Strategic Priorities & Key Actions** developed because of the analysis undertaken are as follows:

1. Improving Waste Diversion & Resource Recovery

- Conduct **waste composition audits** to establish accurate baseline data for planning.
- Carry out a BSC wide **community survey** to better understand community attitudes to more services and participation currently and in the future towards home composting activities.
- Explore **FOGO alternatives**, including subsidized home composting, due to financial and logistical challenges with kerbside organics collection.
- Investigate the feasibility of **public place recycling bins** to increase community participation in recycling.
- Expand the RAMJO **regional collaboration** approach for existing and future waste management and processing facilities.

2. Enhancing Waste Service Efficiency & Data Collection

- Implement **accurate landfill data tracking** for recording waste movements.
- Conduct a **landfill operations review** to assess cost efficiencies, equipment needs, and long-term viability of the **Euston and Balranald Landfills**.

- Ensure **kerbside collection efficiency** by considering truck capacity, route optimization, and dual-compartment trucks for future FOGO or recycling services.

3. Financial & Regulatory Planning

- Review **landfill fees & charges** to ensure they reflect operational costs and encourage responsible waste disposal and recycling.
- Assess **Euston Landfill's continuing operational viability**, particularly in addressing the **cross-border waste issues** associated with Victorian waste streams.
- Seek **exemptions from state-mandated FOGO services** due to rural logistics and financial constraints.

Implementation & Next Steps

BSC will prioritize **low-cost, high-impact actions** to enhance waste management while working within financial limitations. The strategy outlines a **data-driven, financially sustainable** approach, while balancing **community needs, environmental goals, and regulatory compliance**.

A **review of the strategy** is recommended **after approximately 12 months** following BSC obtaining the recommended data, research and other details that will support further strategic decision-making that is tailored to BCC's needs. After this initial review, a **five-year review cycle** is recommended to adjust to emerging waste challenges and legislative changes.

This strategy provides a **realistic roadmap** for achieving **more efficient, cost-effective, and environmentally responsible waste management** over the next decade.

2. RECOMMENDATIONS

The BSC Waste Management Strategy project arrived at a number of key recommendations to assist in guiding the practices of waste management within the shire over the coming 10 years. The following table provides a summary of those key recommendations arrived at within the body of this document. The prioritisation levels of High, Medium or Low priority are generally based on the following timeframes:

- High priority: 0-3 years
- Medium priority: 4- 6 years
- Low priority: 7-10 years

No.	Recommendation	Cost Implication	Priority
Balranald Landfill			
1	Data collection – obtain/track data for all waste and recyclables received, and for all revenue and costs activities.	On site recording of data, incremental increase labour costs \$2,000 internal	High
2	Landfill operations review – Review landfill operations (i.e., how compaction and cover is delivered etc.) and equipment (i.e., landfill compactor, bulldozer, front-end loader, excavator etc.) required to identify efficiency and cost saving opportunities.	\$3,000	High
Euston Landfill			
3	Data collection – Undertake a detailed data collection and contract review process to ensure Council is prepared for the future re-tendering of operations, or to ensure sufficient information is in place to enable internal management.	\$4,000	High
4	Future operation business case – Review the overall level of value that the Euston Landfill provides to BSC residents to support a business case for the future operation of the site, or otherwise. Consideration should be given to operational costs, revenue potential, on-going liability, potential closure costs, future industry and other developments, on-going management requirements, etc.	\$6,000	High
Landfills - general			
5	Investigate the feasibility of establishing a community recycling centre (CRC) for household problem wastes at either landfill.	\$3,000	Medium

No.	Recommendation	Cost Implication	Priority
Kerbside collection / FOGO			
6	Bin contents – Conduct a waste composition audit for current kerbside residential waste collected in Balranald and Euston. A second audit of commercial bins is recommended but not critical.	\$3,000	High
7	Commercial FOGO – Establish suitable charge rates for commercial FOGO collection if Council is required to provide this extra service.	\$2,000	High
8	Residential FOGO waste – Investigate FOGO options more fully including but not limited to; home composting, sewer disposal, opt in with extra charge, community bins, free green and organics disposal at Balranald landfill. Home composting and sewer disposal are the most economical options.	\$10,000	Medium
Data capture requirements			
9	Residential waste volumes data – Obtain Balranald and Euston Rubbish Truck weights over the course of a full calendar year (no less than 2 truck weights per season to enable seasonal variance to be understood) to obtain accurate data on the amount of residential waste going to landfill and to enable future planning for the landfills and other waste management requirements.	<\$1,000	High
Fees & Charges			
10	Fees and Charges – Review Councils Waste Fees and Charges schedule and consider increasing waste disposal fees to current and future potential customers for identified waste streams to enhance cost recovery to reach at least break even, including rehabilitation provision.	\$3,000	High
11	FOGO processing options – investigate the options available to BSC to develop a thorough business case on its potential viability considering disposal and processing locations, disposal rates and transport costs, etc. Seek assistance from RAMJO in the development of the business case to ensure it includes regional opportunities. Seek assistance from LGNSW to lobby for a FOGO exemption.	\$6,000	Medium
Return & Earn scheme			
12	Investigate the potential to establish Return & Earn reverse vending machine collection point in Balranald and Euston.	\$1,000	Medium

No.	Recommendation	Cost Implication	Priority
Overarching Strategic review analysis			
13	Strategic direction setting – following BSC obtaining all the high priority data elements noted in the above recommendation items, review the available options and refine the preferred way forward (preferably within a 12-month period). This is to include modifying the Waste Management Strategy to reflect Councils agreed position based upon the further information and research.	\$3,000	High

Table 1: Recommendation Summary

3. INTRODUCTION

3.1 Purpose and Scope

The purpose of the development of the Waste Management Strategy (the Strategy) is to ensure the long-term sustainability of BSC waste management through improved environmental practice, whilst achieving financial and legislative target requirements. Additionally, Council is seeking to improve the landfill operations through waste initiatives in line with NSW State and Regional Targets.

Based upon the above desired purpose of the project from BSC, CT Management Group developed a suitable methodology to achieve the preferred outcomes. Each stage contained technical and human resources input that were used to formulate the findings in this strategy. The following staged approach to the delivery of the project is outlined, noting that further details on the methodology employed are located in **Appendix 1**.

- Stage 1: Project Inception
- Stage 2: Background Review and Information gathering
- Stage 3: Public consultation: Round 1
- Stage 4: Draft Waste Management Strategy development
- Stage 5: Public consultation: Round 2
- Stage 6: Final Waste Management Strategy

3.2 Waste Management Context

The Local Government Act 1993 requires all councils in NSW to provide a residential waste collection service. In addition to providing residential services, BSC also provides services to commercial properties.

The NSW Parliament, after much consultation, announced on February 28th 2025 legislation to mandate food organics and garden organics (FOGO) recycling for households and businesses. This will mean NSW will be the first state in Australia to do so.

Food organics and garden organics (FOGO) recycling will now be mandatory for households by July 2030, and for businesses and institutions in stages from July 2026.

It is important to note that Councils have the opportunity to seek exemption from these mandatory requirements. This is particularly relevant to BSC given the logistical and operational challenges and expenses that they would face under implementation of FOGO, and which are detailed further in this document.

COUNCIL FOGO EXEMPTION DETAILS

- Exemptions are intended to be predominately proactive where the EPA considers them necessary to limit the number of organisations needing to approach the EPA.
- Recognise that while the NSW Government wants all businesses and councils to meet the mandates, in some situations there may be more time needed e.g. when a council's waste contract runs beyond 2030.
- The EPA will develop an exemption framework to guide decision making.
- As part of the exemption process some of the things considered will be:
 - Geographical and population constraints and the impact on processing availability
 - Availability of infrastructure

- Timing and expiration of waste contracts
- Infrastructure impairments of certain building types (i.e. multi-unit dwellings or MUDS)
- ***State Government media release 28th February 2025 excerpt; “One of the guiding principles is that we do not wish to punish anyone where access to a FOGO service is limited or cost prohibitive”.***

Council owns the Balranald and Euston landfills. Council operates the Balranald landfill via dedicated Council officers and operates the Euston landfill via a contractor – Robinvale Waste. Both sites include small vehicle drop-off areas and locations within the sites for the recycling of various materials (i.e., metal, cardboard, oils, drum muster, etc.).

Like many communities across Australia, Council is seeking to deliver a scope and breadth of service that meets local needs and achieves agreed targets. Changes in policy nationally and internationally affect Council from time to time, as does changing community expectations for Council to manage waste in a more sustainable way.

Traditionally, delivering waste management and resource recovery services in rural and remote councils of Australia is difficult due to small rate revenue bases and large geographical areas. The tyranny of distance and diversity in operational scale amongst rural New South Wales (NSW) Councils equates to many waste related projects being unaffordable and thus not feasible.

Council recognises the importance of sustainable (both environmental and financial sustainability) waste management services for its communities and the requirement to have a clear plan. Therefore, this Waste Management Strategy has been prepared to identify further opportunities for improvement, whilst considering the specific challenges faced by rural communities and already stretched budgets in delivering changes required under legislation.

The Strategy was developed to align as closely as possible with the NSW Waste and Sustainable Materials Strategy as well as the RAMJO Regional Waste and Resource Recovery Strategy.

The Riverina and Murray Joint Organisation (RAMJO) is a voluntary Local Government group comprised of two large sub-regional areas namely, the Riverina and Murray Waste Groups. These two groups are separately funded; however, both operate under the RAMJO banner. Balranald Shire Council is a member of RAMJO.

The RAMJO strategy template reflects the “bigger” picture required to reduce waste to landfill, however the circumstances in BSC do not allow for the implementation of certain initiatives and/or directives especially considering BSC budget constraints.

The Strategy is required to detail the roadmap for how BSC will achieve its agreed objectives in relation to the management of waste.

Strategic waste planning is a dynamic process, and this Strategy should be reviewed every five years to ensure it is current and aligns with industry developments.

Although not a common strategy, in unusual circumstances a strategy can be as simple as “BUSINESS AS USUAL”.

In the case of BSC, with a population density of 0.1 persons per square kilometre over 21,346 square kilometres, the costs of reducing waste to landfill or improving recycling is not offset by any savings and is therefore a direct cost increase on Councils budget.

ACTION PLAN

The following list is a summary Action Plan suggested for BSC waste management. The Action Plan will require approvals and most importantly a budget allocation and timeline. The detailed Action Plan is available in Section 8 of this document.

The waste volumes generated in BSC from residential sources is estimated at less than 1,000 tonnes per annum, and available landfill space is forecast to be up to 90 years at Balranald Landfill and up to 16 years at Euston Landfill under current management practices.

The single bin collection service in place during 2025 meets the need for regular waste collection, however it does not allow for the separation of recyclables and food/green organics. This additional separation is viewed as more environmentally sustainable, however the limiting factors for remote and rural Councils is the cost of collections and the availability of processing facilities for the separated materials within a reasonable distance.

It is very clear that small rural Councils with a constrained revenue base that must cover many services are limited to how much they can allocate to waste and recycling activities. Accordingly, the Action Plan items for BSC are intended to be low cost and can be carried out using mainly Council resources if capacity is present.

The priority is data collection and community attitude to change. This knowledge will drive future waste and recycling activities. The primary Action Plan items are as follows:

ACTIONS

1. *Waste composition audit – conduct and analyse the results.*
2. *Survey community to determine waste management preferences and desire to pay – services, home composting etc.*
3. *Landfill data – obtain and analyse.*
4. *RAMJO – develop collaborative contracts, and other local services.*
5. *LGNSW – lobby to seek FOGO and other exemptions, with BSC and RAMJO support.*

ASSUMPTIONS

The following assumptions are key elements to keep in mind when reading the Strategy, and have influenced the analysis and subsequent recommendations:

- 839 households serviced by BSC residential waste collection.
- Tonnage quoted are based on landfill reports to the EPA NSW.
- Separate FOGO collection tonnage is estimated at 400 tonnes per annum, based on other Councils data.
- A separate FOGO bin collection service cost per annum estimated at \$200,000 for weekly collection and \$30,000 for an alternating fortnightly collection.
- Food/green waste disposal at other locations outside of the BSC area will cost in excess of \$300.00 per tonne.
- The number of bins required for a best practice full-service collection is generally considered to be 3 bins – separate general waste, recyclable waste and green waste. The collection frequency for these bins is every two weeks for general waste and recyclable waste, and every week for food and green waste.

This bin system and collection frequency appears to be beyond the financial capacity for BSC to provide.

Additionally, the disposal costs and distances to available processing facilities for recyclables and FOGO is prohibitive.

- An alternative FOGO disposal option from the household through the sewer system might require sewer system upgrade works by BSC and could have substantial capital costs. Some commercial sector clients (e.g. Hospital) might already have this in place.

3.3 Strategy Review Cycle

It is recommended that this Strategy be reviewed every five years or as required in the event of legislative changes.

The Strategy may also be changed because of other amendments that are to the advantage of Council.

Any amendment to the Strategy must be by way of a Council Resolution or the approval of the General Manager.

3.4 Strategy Acknowledgement

BSC wish to acknowledge that the following strategy has been developed using the Riverina & Murray Joint Organisation (RAMJO) template as a guide to the format and content.



PART B – KEY DRIVERS

The following sub-sections provide pertinent background information on the status of waste management in BSC at the time of development (March 2025). It also notes the legislative and other environmental influences present that have the potential to impact on the direction that the strategy for waste takes in the short, medium and long-term.

Further background and contextual details are contained in **Appendix 2**.

4. OVERVIEW – THE CHALLENGES AND OPPORTUNITIES

BSC has a solid waste management foundation from an infrastructure perspective that can be improved through the sequential implementation of numerous strategic initiatives. The current challenge is to ensure that Councils decision-making process is informed by robust data that will enable a sound long-term way forward.

Building on the foundations of the BSC waste system with new approaches, views and principles that avoid, reuse, recycle or recover resources from waste will assist Council to deliver improvements across the various waste management functions.

4.1 Community aspirations

The development of the Waste Management Strategy was adopted as an important community priority in the BSC Community Strategic Plan 2032, as noted in Section 5. Our Environment. Within this section, and the accompanying sub-section Future Directions, item 5.3 Manage our waste sustainably noted the following strategy and measures recommended:

Strategies	Measures
<ul style="list-style-type: none"> Work with regional partners to develop and implement a Waste Management Strategy 	<ul style="list-style-type: none"> Progress on the Waste Management Strategy

As part of the development of the Waste Management Strategy, community input was sought on two occasions;

1. During the preliminary development stage to obtain community views on waste management in the region (late November 2024), and:
2. During the public exhibition stage for the Draft Waste Management Strategy (June/July 2025).

The level of community input received during the first input opportunity (late November 2024) was minimal and thus not representative of the broader community. Thus, it resulted in Council obtaining limited information on what the community wanted to see occur in the waste management space.

The key points raised during this phase by the community included:

- Green waste recycling needed
- Tip shop – used to have one, would like the opportunity to repurpose waste
- Rate structure – some ratepayers already struggling through cost of living
- Cardboard recycling is occurring
- Waste is an important community service
- Food waste is going direct to the landfill
- Would like a hard rubbish collection service to occur frequently

The above comments highlighted the need for a more comprehensive survey of the community to determine the priority with which the community views the needs and desires in the waste management realm.

During the public exhibition stage for the strategy an online survey was released supporting the opportunity for the community to provide specific document feedback. While no written feedback was

received from the community there was a good response to the online survey with 19 responses. The key observations/details received from the survey responses were as follows:

- 100% of respondents use their red-lidded general waste bin
- Respondents showed high willingness to sort waste correctly and wanted more local recycling options, especially for glass, e-waste, and organics.
- Most people are aware of current waste services and showed general satisfaction with waste service provided by Council.
- FOGO - Many respondents requested a **green-lidded bin for garden and food waste**, noting the lack of such a service in Balranald. There's interest in composting but also concern about cost and possible increases in rates.
- Landfills - Feedback indicated issues with **limited opening hours** and a desire for **more accessible and better-managed drop-off options**, especially for items like scrap metal, whitegoods, e-waste, and chemicals.
- Education - Some confusion remains about **what can be recycled**. Respondents asked for **clearer signage**, fridge magnets, or online tools to guide better waste sorting.
- Red-lid bins - A few residents felt their current red bins are large enough or collected frequently enough, especially for households with multiple people.
- Kerbside collection - Many requested **an annual or at-call hard rubbish collection**, noting issues with illegal dumping or difficulty accessing the landfill.
- Illegal dumping - Several residents raised concerns about **roadside dumping** and suggested more enforcement or public awareness campaigns.

Written feedback was received 1 written submission from a member of the community on the Waste Management Strategy. The key observations from written submission were as follows:

- Increase staffing levels at the Landfills.
- Greater emphasis on providing recycling across all waste streams.
- Provide a Tip Shop for the sale of second hand/recycled goods.
- Provide a collection service for old white goods, computers, etc.

Refer to **Appendix 3** for a more detailed account of the community input received, and **Appendix 6** for more detail on the responses received to the online community survey

4.2 Legislative and Regulatory Context

The following is a brief synopsis of the legislative and regulatory context within which BSC are required to provide waste management services to the community.

Waste policies are ever evolving and adapt to reflect the changing industry. The legislative context for Waste Management is complex, with various Government Authorities having a say in waste management and recycling, at the same time trying to direct certain activities through mandates and in some cases penalties for non-compliance.

The reality and difficulty are that one size does not fit all, with Council areas and populations in NSW varying from 0.1 person per square kilometre in Balranald to 8,300 persons per square kilometre in Sydney. This has major financial implications for smaller regional Councils with a very small rate base spread over relatively large areas.

Local government operates within the state context to provide on-the-ground operations and waste services to the community. Waste management services are one of the most significant financial commitments Councils make on behalf of the community. Council must ensure that these services are fit for purpose and offer the ratepayer value for money.

The Strategy draws on State and Federal based legislative, policy, strategy, educational and economic tools relating to waste management in NSW. The key legislation and regulations drawn upon to guide the development of the Strategy include, but are not limited to the following:

- Protection of the Environment Operations (POEO) Act 1997

- Waste Avoidance and Resource Recovery (WARR) Act 2001
- Protection of the Environment Operations (Waste) Regulation 2017
- Product Stewardship Act 2011

It is noted that the Product Stewardship Act 2011 is a key piece of legislation that seeks to help reduce waste and prevent harmful materials from ending up in landfill by increasing recycling and the recovery of valuable materials from products. It places the onus on all levels of government, industry and the community to have a shared responsibility for the impacts of products manufactured, consumed and disposed of. To this end, the Strategy has been developed keeping in mind the need for there to be a level of shared responsibility when it comes to the key actions of; reduce, reuse, recycle, recover. The burden of responsibility and cost is not simply for BSC to carry or absorb alone.

These key regulatory documents describe the requirements for transporting, storing, processing, managing, recovering, and disposing of waste and recyclable material. Further details on the above documents and the key entities that BSC work with in the waste management space are provided in **Appendix 2**.

The following table provides a summary view of the hierarchy of responsibility for waste management that BSC operates within.

Government level	Responsibility
Commonwealth	<ul style="list-style-type: none"> • National Waste Policy 2018 • National Packaging Covenant • National Packaging Targets • National Food Waste Strategy • National Television and Computer Recycling Scheme
State	<ul style="list-style-type: none"> • Protection of the Environment Operations (POEO) Act 1997 and Waste Regulation 2015 • NSW Waste Avoidance and Resource Recovery (WARR) Strategy and 2020-21 targets • NSW 20 Year Waste Strategy 2020 (currently in development) • Energy from Waste Policy Statement • NSW Circular Economy Policy Statement • Return and Earn Container Deposit Scheme (CDS)
Regional	<ul style="list-style-type: none"> • Local governments may join a Regional Organisation of Councils (ROCs) or non-urban Voluntary Waste Management Groups (VWMGs) • BSC is an associate member of the Riverina & Murray Joint Organisation (RAMJO) in waste management and resource recovery section.
Local	<ul style="list-style-type: none"> • Local government provides waste education to the community to inform waste behaviours and ensure residents know how to use the waste systems provided

Government level	Responsibility
	<ul style="list-style-type: none"> • Councils are responsible for collection, treatment and disposal of municipal waste (through in-house operations or contracted services), including kerbside, council generated and illegally dumped or littered waste. • Councils are encouraged to meet state targets (with some state funding for waste programs), however each councils' appetite to meet these targets is usually a function of their politics and priorities and the available infrastructure and services • BSC Community Strategic Plan (CSP) 2032 - 5.3 Manage our waste sustainably (Work with regional partners to develop and implement a Waste Management Strategy).

Table 2: The hierarchy of responsibility for waste management

4.3 Waste Hierarchy

The waste hierarchy is the core guide used globally to prioritise approaches to waste management based on environmental impacts and sustainability (see Figure 1). The hierarchy is the core conceptual framework behind the NSW WARR Strategy and helps to inform this Strategy. It recognises the benefits across the supply chain of avoiding consumption and reuse, the materials benefits in recycling waste back into new products and the energy value when all other recovery is exhausted.



Figure 1: The waste hierarchy guides preferred outcomes

Typically, local governments have more control over the lower portion of the waste hierarchy as the responsible entity for providing waste collection, processing and disposal services for municipal waste. However, councils are starting to consider how they can address the higher order options in response to the emerging challenges in managing waste. As a result, the first objective within this Strategy is to drive waste avoidance.

4.4 Circular Economy

Recognition of the need for a less linear approach to materials flowing through the economy has led to development of the circular economy model, which aligns with the waste hierarchy but seeks to present a more active indication of pathways and priorities (see Figure 2).

To establish a more self-sustaining circular economy, all aspects of the economy need to be considered, from the extraction of resources, to design and manufacturing all the way through to the consumers who use these products and end of life management

The concept is based on seven principles outlined in the NSW Circular Economy Policy Statement;

1. Sustainable management of all resources
2. Valuing resource productivity
3. Design out waste and pollution
4. Maintain the value of products and materials
5. Innovate new solutions for resource efficiency
6. Create new circular economy jobs
7. Foster behaviour change through education and engagement.

In general, the earlier in the circle the more effective the intervention, with 90% of the lifecycle impact of many products determined at the design stage.

While Council has limited influence on how products are designed and manufactured, it has a key role in providing the capability to reuse or recycle materials and keep them ‘circulating’ in the productive economy for as long as possible.

Practical examples of initiatives at each stage of the circle are outlined below:

- Manufacturers use recycled materials in their processes and design products for disassembly to further promote product repair and material recycling, extending their lifetimes.
- Retailers advocate for, and are open to, new business models, whether selling second hand and refashioned items or selling a service rather than the product.
- Consumers, including businesses and Council, consider sustainability in their procurement and for unwanted items pursue the highest feasible outcomes in the waste hierarchy.
- Council prioritises resource and energy recovery through the waste services it contracts on behalf of the community.

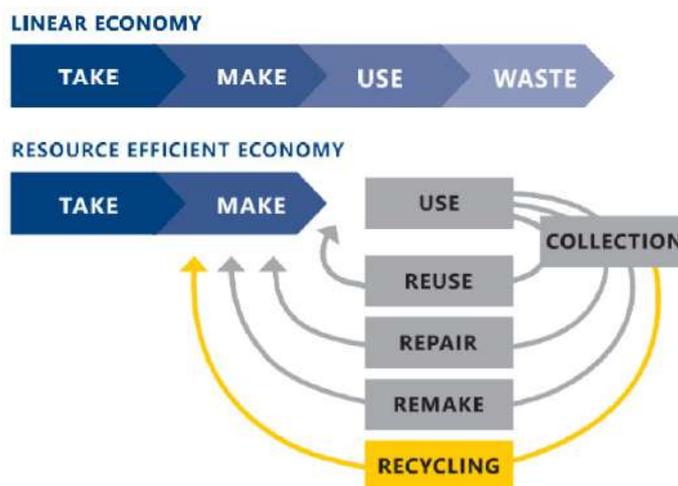


Figure 2: A circular economy retains materials in their highest productive use.

As noted earlier in Section 4.2, the function of product stewardship underpins the circular economy movement given its' focus on activities such as recycling to help reduce the amount of waste going to landfill, increasing recycling rates, recovering valuable resources that can be used to make new products and preventing harmful substances found in certain products from getting into the environment.

The Product Stewardship Act paves the way for any number of product stewardship activities and schemes to be set up, as well as for existing schemes and projects to be accredited. The many activities likely to be carried out under this legislation will help reduce waste and recover valuable resources in a safe and environmentally responsible way. See **Appendix 2** for further details.

PART C – WHERE ARE WE NOW?

5. BALRANALD SHIRE PROFILE

The BSC local government area is approximately 21,346 km² in size and consists of an estimated total population of 2,208 (2021 Census data, Australian Bureau of Statistics).

The two major townships in the Shire are:

- Balranald (population 1,200)
- Euston (population 600)

The main industry in the area is farming; grains, sheep, cattle and grapes. However primary production is diversifying to encompass horticulture, viticulture, organic agriculture and the growing of fruit and nut trees. Tourism is also recognised as an important economic driver.

The current housing stock comprises of approximately 864 residential dwelling.

According to the BSC Settlement Strategy (adopted July 2023), the 2019 Population Projections by the NSW Department of Planning, Industry & Environment (DPIE) suggest that the LGA is projected to increase its population at an average annual growth rate of 1.2% over 2016-2041. Given the age of this projection and anecdotal evidence from Council officers, it is suggested that BSC's population has not experienced the forecast growth rate of 1.2%, and that it may be more prudent to plan for future service provision on a more conservative basis.

	2016-2021	2021-2026	2026-2031	2031-2036	2036-2041	2016-2041 (25 Years)
Population Change	100	100	200	200	250	850
Av. Annual Growth Rate	0.80%	0.80%	1.50%	1.40%	1.60%	1.20%
Births	200	200	200	200	250	1050
Deaths	100	100	100	150	150	600
Natural Change	100	100	100	50	100	450
Net Migration	0	0	100	100	100	300

Table 3: NSW Government (2019) population projections for Balranald Shire 2016-2041.

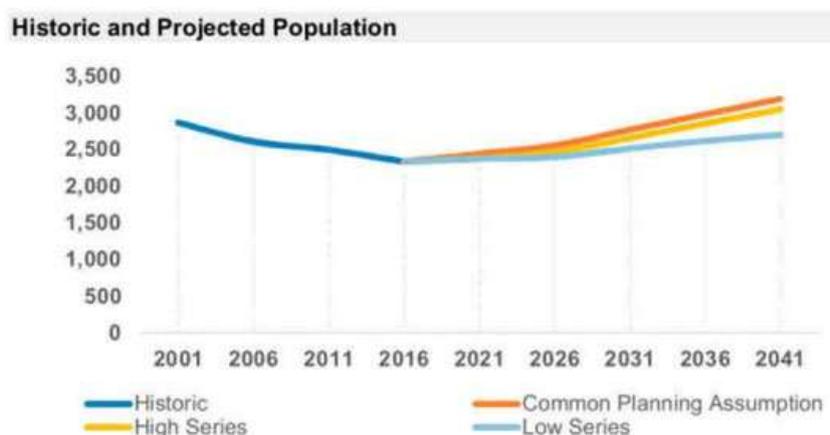


Figure 3: NSW Government (2019) population projections for Balranald Shire 2016-2041.

Given the above commentary, it is not anticipated that BSC will experience significant or even moderate population growth in the next 10 years. On this basis, many of the recommendations and actions contained in the Strategy will be conservative in nature and not seek to expand or radically modify Council's waste management practices unless there is solid justification and need to do so.

Balranald Shire is an associate member of RAMJO. Overall, the RAMJO region has an area of 126,595 km² with a population of 168,643.

The above demographic information is important to note and understand in the context of many of the recent resource recovery policy positions released by the NSW State Government and others. Many of the recent mandates for FOGO and other waste initiatives are based upon:

- higher population density within a geographic region.
- manageable distances to material processing facilities and service providers (thus greatly reduced logistical imposts).
- population-base numbers that provide economies of scale.

The impact of BSC's demographic reality, isolation and associated logistical challenges are explored further in Section 7 later in this document.

5.1 BSC – Current Waste Management Services

Council currently provides the following waste management services and programs to its community:

- Kerbside waste collection through:
 - Weekly collection of one (1) 240L red-lidded general waste bin for residential residual waste and recyclables combined.
 - Weekly collection of one (1) 240L red-lidded general waste bin for commercial residual waste and recyclables combined.
- Waste disposal and resource recovery at the Balranald and Euston Landfills and small vehicles drop off areas.
- Public place litter management.
- Support for a Return and Earn in Balranald at a local café.
- Illegal dumping management and compliance.

5.1.1 Household and Commercial Waste Collection

Collection of waste from households is a core local government responsibility. Waste collection contracts are often long-term commitments due to the significant investment by the contractor in vehicles, facilities and staff.

Currently, BSC's waste collection services are delivered by a private contractor, BDS Automotive, as follows:

- **Balranald waste collection** – kerbside waste collection:
 - Monday - Kerbside collection of residential 240L red-lidded general waste bin containing a mix of residual waste and recyclables from 5am to 2pm.
 - 2.5 loads are taken to Balranald landfill each Monday from the residential kerbside collection.
 - The landfill report shows 4.48 tonnes per load are disposed at the landfill.
 - Friday - Balranald main street commercial and litter bins collected from about 5 a.m.
- **Euston waste collection** – kerbside waste collection:
 - Friday - Kerbside collection of residential 240L red-lidded general waste bin containing a mix of residual waste and recyclables from approximately 10am onwards.
 - 1 load of waste is deposited at Euston landfill, with the truck returning to Balranald at about 2 p.m.

Permissible and non-permissible items for disposal in the BSC Residential waste bins for kerbside collection are as follows:

Permissible disposal items	Non-permissible disposal items
<ul style="list-style-type: none"> • Plastic packaging • Disposable nappies • Crockery, pyrex and glassware • Foam meat and food trays • Bubble wrap and plastic strapping • Old, clothes, toys, rags and linen • Rope and hoses • General waste 	<ul style="list-style-type: none"> • Building materials (i.e., concrete, rocks, clay, bricks, soil, etc.) and asbestos • Fire extinguishers and gas bottles • Hazardous materials, chemicals and sharps • Fluorescent globes and tubes • Chemicals • Paints, petrol solvent and oils • Household and car batteries • Tree stumps or limbs • Hot ashes

Table 4: Residential kerbside bin waste disposal items – permissible and non-permissible

Council doesn't provide a kerbside recycling service currently and there is no provision for the acceptance of household recyclables at either waste facility. However, there is a "return and earn" style service provided for drink containers at the Balranald Takeaway on Market Street.



Figure 4: Photo of Balranald Return and Earn location.

5.1.2 Landfills and Transfer Stations

BSC is well supplied with household waste and recycling infrastructure. Council operates two large waste management facilities across the local government area to cater for household and commercial waste. The Balranald and Euston Landfills/Transfer Stations are open as follows:

Balranald Landfill	Euston Landfill
Monday: Closed	Monday: Closed
Tuesday: Open 4-6pm	Tuesday: Open 1-6pm
Wednesday: Closed	Wednesday: Closed
Thursday: 4-6pm	Thursday: 1-6pm

Balranald Landfill	Euston Landfill
Friday: Closed	Friday: Closed
Saturday: 10am-1pm	Saturday: Closed
Sunday: 10am-3pm	Sunday: 9am-3pm
Note: Hours of operation may change if weather causes the landfills to become wet and slippery and too dangerous for public access.	

Table 5: Landfills operating days/times

Both landfills/transfer stations accept the following types of waste/have separation of waste into the following to enable processing and/or recycling to occur:

- Mixed waste (general household materials) to the landfill pit.
- Green waste (free disposal for residents) to a stockpile for shredding.
- Plastic bottles and Aluminium cans (free disposal for residents) at receptacles provided at the entrance, for future recycling.
- Metals – to a stockpile for future recycling.
- Building materials – to a stockpile for future processing.
- Electronic waste and white goods – to a stockpile for future recycling.

The following tables provide an overview of the pertinent details for the BSC Landfills.

Balranald Landfill	
Type of Facility	Integrated Waste Management Facility encompassing: <ul style="list-style-type: none"> • Mixed waste (general household materials) to the landfill pit. • Green waste (free disposal for residents) to a stockpile for shredding. • Plastic bottles and Aluminium cans (free disposal for residents) at receptacles provided at the entrance, for future recycling. • Metals – to a stockpile for future recycling. • Building materials – to a stockpile for future processing. • Electronic waste and white goods – to a stockpile for future recycling. • Drop-off facility for batteries, motor oil, tyres and other specific types of waste • Biosolids processing from the BSC sewage treatment plant
Capacity	Licensed to receive 5,000 tonnes per annum.
Primary wastes accepted	<ul style="list-style-type: none"> • Putrescible waste • Non-putrescible waste • Asbestos • Tyres
Primary direct users	Residents and businesses in the eastern part of the LGA.
Remaining life	Approximately 34 years in the current operational area (at current disposal rates), with the potential for further expansion within the site possibly up to 90 years with overtopping.
Opportunities for future development	Approved landfill capacity extension and resource recovery expansion potential.

Table 6: Balranald Landfill/Transfer Station site details

Euston Landfill	
Type of Facility	Integrated Waste Management Facility encompassing: <ul style="list-style-type: none"> • Mixed waste (general household materials) to the landfill pit. • Green waste (free disposal for residents) to a stockpile for shredding. • Plastic bottles and Aluminium cans (free disposal for residents) at receptacles provided at the entrance, for future recycling. • Metals – to a stockpile for future recycling. • Building materials – to a stockpile for future processing. • Electronic waste and white goods – to a stockpile for future recycling. • Drop-off facility for batteries, motor oil, tyres and other specific types of waste
Capacity	Licensed to receive 5,000 tonnes per annum.
Primary wastes accepted	<ul style="list-style-type: none"> • Putrescible waste • Non-putrescible waste • Asbestos • Tyres
Remaining life	Residents and businesses in the eastern part of the LGA
Opportunities for future development	Approximately 11 years with a further 5 years with expansion to the North, a total of 16 years (at current disposal rates), with the potential for further expansion within the site.

Table 7: Euston Landfill/Transfer Station site details

5.1.2.1 Landfill Plans

Both the Balranald and Euston landfill sites have comprehensive Long-Term Plans of Management (LTPoM's) for the landfill operations. These documents prepared by Robert Bailey Consulting note/outline the following key elements:

- Long term planning and future design
- Activity areas and interrelationships
- Application of fees and charges
- Complying with the EPA Environment Guidelines: Solid Waste Landfills (2nd edition 2016)

The LTPoM's cover operational and compliance areas but there is no discussion on the long-term benefits or risks to BSC of operating one or both landfills. Quite simply, if there is no financial advantage but on-going or increased risk to Council, then a review of the landfill operations at Euston must be carried out. This item is discussed further in Section 7.2.1.1.

The Balranald landfill has a forecast life of 34 years over the "preparation areas" and possibly up to 90 years with overtopping.

Euston landfill has 11 years with a further 5 years with expansion to the North, a total of 16 years.

The above estimates are based on BSC's current landfill operations activities and forecasting that a larger proportion of waste will be received from outside the Shire.

At the time of writing this strategy, a large amount of waste was being transported from the Swan Hill local government area in Victoria by Robinvale Waste into the Euston landfill. This cross-border movement of waste may be occurring due to the Victorian landfill levy surcharge being in place for Victorian landfills, and the corresponding increased disposal charges.

The details associated with the above activities, the Robinvale Waste arrangement, and the costs associated with its continuation and/or modification are of a confidential contractual nature. They are broadly covered from a solutions perspective in the next section of the report.

5.1.2.2 Landfill Operating costs

The operating costs of the landfills came to a total of approximately \$250,000 per annum in 2023/24.

If BSC extrapolates the above cost out on a per tonne basis, then the \$250,000 per annum cost equates to an operating cost of approximately \$200 per tonne. It should be noted that this figure is skewed as Euston's tonnages are processed at no charge, as RW operate the landfill at no cost to BSC. Taking out the Euston tonnages received, the per tonne operating cost for Balranald alone, increases sharply to a rate of appropriately \$283 per tonne.

The following tables provides a summary view of the financial performance of BSC waste management across the primary areas of operation.

	2022/23 Actuals	
	Income	Expenditure
Domestic Waste Management	\$422,959	\$488,857
Operational Surplus / Deficit	\$65,898	
Street Cleaning expenditure	\$0	\$35,549
Operational Surplus / Deficit	\$35,549	
Commercial Waste	\$84,785	\$35,592
Operational Surplus / Deficit	\$49,193	
TOTAL Operational Budget Surplus / Deficit	\$52,254	

Table 8: BSC Waste Management operations financial performance 2022/23.

5.1.3 Waste and recycling performance

Based on BSC's Annual Waste Reports to EPA NSW, in 2023/24 a total of less than 7,000 tonnes of waste entered Council's waste management system. This included material collected at the kerbside and material received and managed at the Balranald and Euston Landfills & Transfer Stations.

The sources of these materials are detailed in the following tables which include municipal waste, commercial and industrial (C&I) waste and construction and demolition (C&D) waste.

Table 9: BSC Sources of waste (total)

	Tonnes Received	Tonnes Landfilled	Tonnes Recovered	Recovery Rate
Municipal	730	730	0	0%
C&I	3,816	3,311	0	0%
C&D	1,856	1,374	509	27%
Total	6,402	5,415	509	8%

The sources of the above materials are detailed in following tables.

Table 10: Source of waste received at Balranald Landfill & Transfer Station

Balranald Landfill & Transfer Station	Tonnes Received	Tonnes Landfilled	Tonnes Recovered	Recovery Rate
Municipal Kerbside Residual Waste	582	582	0	0%
Municipal Kerbside Drop off	Unknown			%
Dropoff	Unknown			%
C&I	505	505	0	0%
C&D	0	0	0	%
Total	1,087	1,087	0.00	0%

Euston Landfill & Transfer Station	Tonnes Received	Tonnes Landfilled	Tonnes Recovered	Recovery Rate
Municipal Kerbside Residual Waste	148	148	0.00	0%
Municipal Kerbside Drop off	Unknown		0.00	%
Dropoff	Unknown			%
C&I	3,311	3,311	0.00	0%
C&D	1,856	1,374	509	27%
Total	5,315	4,833	509	10%

Waste from C&I sources is the primary waste stream received at the two Landfills & Transfer Station [60%] followed by C&D sources [29%] and municipal sources [11%].

Note: The accuracy of the data is uncertain as there are no weighbridges at either landfill. The collection of kerbside waste results in 3.5 loads per week to the landfills, and this equates to an estimated 4 tonnes per load average.

The split is estimated as follows:

- Balranald at 4.48 tonnes per load
- Euston at 2.84 tonnes per load.

These weights are well below expected average weights per garbage truck load, which are generally measured at 6 to 7 tonnes per load. This current total further equates to about 15kgs per 240 litre bin emptied, again on the low side for a one bin collection once per week.

Note: Actual truck weights were not available at the time of completing this document, so further weight comments cannot be provided. Truck weighings are an action priority.

Further to the above, it is reiterated that at the time of development of this Strategy, BSC had a limited dataset for waste management operations. To enable reasonable levels of analysis of waste flows across all areas of operation/waste streams it is important to have relatively thorough and robust data for waste operations.

The above can't be overstated given the regulatory reporting requirements associated with the waste function, and the need to utilise various datasets to then make informed decisions on future operations, many of which have significant expenditure levels tied to them.

Further discussion on the types of data that BSC should collect in the future to enhance waste management practices is contained in Section 7.

5.1.4 Fees and Charges

BSC operates both Balranald and Euston landfill under a mixed token system/payment system in accordance with Councils annually adopted Fees and Charges. One token costs \$16.00 to purchase.

The following table provides a snapshot of the primary fee types in place at the landfills.

Service	Unit	Fee (inc. GST)
One axle trailer or utility general waste)	pcs	1 Token
Two axle trailer (general waste)	Two axle trailer (general waste)	2 Tokens
Car tyre – (2 tyres)	pcs	1 token per 2 tyres
Truck or large machinery tyre	pcs	3 tokens per tyre
Mattress – Single		1 Token
Mattress – Double		2 Tokens
Mixed Waste Material – Non-compactable (eg White Goods, furniture) per tonne 3		\$160.00
Asbestos	m3	\$260.00 per cubic metre plus burial fee
DrumMuster containers		Free – by appointment only
Green waste non-contaminated		Free
Illegal dumping	tonne	\$160 plus 125% of Clean Up costs
Out of Hours Entry to Balranald Tip		\$270

Figure 5: BSC – Waste services primary fees

PART D – RESOURCE RECOVERY OPPORTUNITIES

- **Hay Shire Council** – Hay landfill: 130kms from Balranald.
- **Hay Shire Council** – Maude landfill: 130kms from Balranald.
- **Carrathool Shire Council** – Carrathool landfill: 187km from Balranald.
- **Murray River Council** – Moulamein Landfill: 95km from Balranald.
- **Wentworth Shire Council** – Wentworth Landfill: 106km from Euston.

Each of the above landfills are closed for several days in the week and on average charge approximately \$200 for a large vehicle with more than 3 axles to dispose of waste. Additionally, it is unknown whether these landfills would accept BSC's waste given they may wish to preserve capacity for their own purposes.

There are many regional/rural landfills throughout NSW that operate at a very low standard. This is due to them being exempt from the EPA Licence controls and monitoring required for landfills receiving more than 5,000 tonnes per annum. However, they operate more for local waste generation requirements rather than for waste from outside their Shire areas. Consequentially, the disposal costs in sparsely populated rural areas are relatively low when compared to regional and metropolitan centres.

7.2 Logistical/demographic challenges and Exemption opportunities

BSC cannot take advantage of disposal economies of scale or proximity factors to relatively close alternative landfills that its' regional and city-based colleagues have. Also, given the already noted small population base within the BSC area, there is no ability to achieve economies of scale at the current landfill facilities.

Given the above, it is considered unreasonable to assume that a relatively small rural Council like BSC will have the means to absorb the significant cost and resource burden associated with implementing best-practice policies that are based on economies of scale and accessibility.

The report author contacted the LGNSW Department to determine the scope for exemption for small rural Councils such as BSC. In brief, the information received was positive and noted that Councils like BSC are well positioned to obtain exemptions given the previously mentioned challenges (see previous NSW Government announcement in the Introduction).

Given BSC's overall position, many of the recommendations contained in this strategy are based upon an approach that is more aligned to achieving outcomes that consider Councils resource and financial position wholistically, and that focus on delivering an enhanced sustainability outcome.

7.3 BSC – Waste Management Contracts

The following table provides a summary of best practice Waste Management contracts that in an ideal world BSC would have in place. Not all of the listed contracts are applicable to BSC given the limited scope of waste management within the region based upon population size and waste generation volumes.

Service	Service Provider	Contract Expiry Date
Current services and contracts		
Residual garbage collection	BDS Automotive	TBC
Food and Garden organics processing	At landfill, contract shredding	N/A
Balranald landfill equipment hire	Details TBC	Details TBC
Metal processing	Details TBC	Details TBC
Mattresses	Details TBC	Details TBC
Tyres	Details TBC	Details TBC
Euston landfill operations Contract	Robinvale Waste	June 2025
Waste services to Council facilities	Details TBC	Details TBC

Service	Service Provider	Contract Expiry Date
Medium priority introduction		
Food and Garden organics collection	N/A	N/A
Recycling collection	N/A	N/A
Garden organics processing	Details TBC	Details TBC
Public place recycling	Not in place	N/A
Public place residual	Not in place	N/A
Long term priority introduction		
Mixed recyclable processing	Not in place	N/A
Residual processing and disposal	Not in place	N/A
Clean up collection	N/A	N/A
Clean up processing and disposal	N/A	N/A
Street sweepings and illegal dumping disposal	Details TBC	Details TBC
Resale Shop	N/A	N/A

Table 11: Summary of BSC Waste Management Contracts

7.3.1.1 Landfill Contract discussion

Long-Term Plans of Management

The comprehensive Long-Term Plans of Management (LTPoM's) for Balranald and Euston landfill sites provide little, to no discussion, on the long-term benefits or risks to BSC of operating one or both landfills. Quite simply, if there is no financial advantage in continuing to operate the landfills, but on-going or increased risk to Council, then a review of the landfill operations at Euston (at the very least) must be carried out.

If BSC were to consider the potential closure of the Euston landfill, the following facts, assumptions and estimates are provided as discussion points. Further data and conducting more in-depth research into the preferred options is needed in conjunction with the below points:

- The collection of BSC waste in Euston for disposal is estimated at less than 400 tonnes per annum. This waste is disposed of at Euston landfill, at no actual cost to BSC.
- The saving to BSC is in contractor collection time, as the alternative is to bring the waste back to Balranald landfill.
- This extra collection time could cost Council about \$20,000 per annum, but discussions with the contractor are necessary.
- Another benefit of operating the Euston landfill is the small vehicle drop off facility. The site supervisor informed the author that most of the small vehicle waste came from Robinvale residents and tradespersons.
- Thus, the possible closure may not impact Euston residents to a large extent. It may require a small bin transfer operation or vouchers to Robinvale landfill.
- The estimated additional cost for the disposal of Euston waste, either by a contractor or self-haul, would need to be offset by the value of the reduction in risk and liability that Council may be exposed to currently.

Accordingly, a part of the strategy going forward is the recommendation to carry out a detailed review of the Euston landfill operations, costs and risks to Council, given the circumstances described above.

Out of BSC waste disposal options

If BSC had no local landfills they would have to aggregate and transfer large loads of waste to out of area landfills. The infrastructure and operating costs for this mode of operation are as follows:

- necessary aggregation and loading points - approximately \$100 per tonne
- transport costs - approximately \$70 per tonne
- disposal costs at a non-BSC landfill - approximately \$205 per tonne.

Thus, based on the above, the total costs per tonne to move to disposal at an out of area landfill is estimated to be approximately \$375 per tonne. This estimated disposal cost significantly outstrips the per tonne disposal cost associated with operating the BSC Landfills (currently approximately \$200 per tonne), by an estimated \$175 per tonne.

If BSC were to absorb the above cost and/or pass it onto the community it would make waste disposal financially restrictive for most users and likely result in significant waste management issues occurring throughout the Shire (i.e., a significant increase in legal dumping activities, etc.). On this basis it is reasonable to suggest that continued operation of the BSC landfills is the most economical option for BSC sourced waste disposal under present conditions.

Community Recycling Centre

It is noted that Council has not established a community recycling centre (CRC) for household problem wastes (i.e., paints, used oils, batteries, fluorescent tubes, gas bottles, and certain types of metal containers) at either landfill.

Given the absence of the provision of this service in the region, it is recommended that BSC investigate the feasibility of establishing a CRC at one or both landfills.

It is noted that Government grants for the establishment of a CRC are not currently available. However, should grants be announced in the future for the establishment and servicing of a CRC, then Council should consider applying for a grant.

7.4 Fees and Charges

The following table provides a comparison of some of BSC's landfill fees against its' neighbouring NSW Councils.

Waste disposal item	Cost					
	BSC	Hay Shire Council	Murray River Council	Wentworth Shire Council	Carrathool Shire Council	Central Darling Shire
One axle trailer	\$16.00	\$10.00	Domestic waste - \$178.00 per tonne	Varies depending on trailer set-up/volume.	\$20.00	\$50 for the first cubic metre, and an additional \$10 for every additional cubic metre.
Two axle trailer	\$24.00	\$20.00	Domestic waste - \$178.00 per tonne	As above	\$40.00	
Car tyre (x2)	\$16.00	\$28.00	\$28.00	\$22.00	\$30.00	\$20.00
Truck or large machinery tyre	\$40.00	\$35.00	\$29.00	\$48.00	\$40.00	\$20.00
Mattress – Single	\$16.00	\$20.00	\$32.00	\$22.00	-	-
Mattress - Double	\$24.00	\$30.00	\$32.00	\$42.00	-	-

Table 12: Comparison of a selection of BSC waste disposal fees with neighbouring NSW Councils.

BSC's landfill waste disposal fees are generally commensurate with its' neighbouring Councils.

There may be an opportunity to raise the fees for mattress disposal based upon the charges in place elsewhere. It is recommended that BSC conduct a more thorough analysis and comparison of its fees and charges against other Group 9 Councils to further determine if there are waste streams that may lend themselves to a modest fee increase.

The focus of any future fees and charges review should be on ensuring that the user pays the full cost associated with disposal, processing, and recycling/diversion.

7.5 Moving from a 1-Bin system to a 2 or 3-Bin system

FOGO/Recycling context and a 3-bin system.

In general, RAMJO notes that as NSW Council waste collection contracts expire, new collection contracts will (or may) need to include a service for kerbside organics.

Notwithstanding the above, the management of self-haul green waste to the Balranald landfill should be improved until the EPA mandates an alternative course of action. The primary action would be to use the shredded green waste for erosion/dust/sediment control over intermediate covered areas or as the re-vegetation medium over final capped areas. This will be especially important on the overly steep, existing perimeter batters and the (flat) completed filling areas where the dispersive soil cover is exhibiting erosion channels.

If BSC is forced to implement a FOGO collection service in the future, the least expensive processing location for this service is the Balranald landfill. Balranald landfill could accommodate some very basic composting within the site, with the produced material then being used for landfill rehabilitation.

Council does not provide a kerbside recycling service currently and there are no provisions for the acceptance of household recyclables at either waste facility.

However, there is a "return and earn" outlet for drink containers at the Balranald Takeaway on Market Street that supports community recycling as well as voluntary works undertaken by Philanthropists from the Southern Cross Market Street and one other individual who collects cans and bottles from Balranald & Euston.

It is recommended that Council consider recycling initiatives more broadly when determining the scope of a future household waste collection service.

What a 3-bin system could look like

If BSC were to implement a 3-bin kerbside waste collection system in the future it would likely be along similar lines as that which has recently been implemented by Hay Shire Council (see the following image).

Hay Shire Council new 3 bin waste system

What is the new 3 bin waste system ?

The new three-bin household waste system allows food and garden waste to be collected, as well as regular waste and recycling collections.

The new system will begin in the Hay from July 1, 2024 with the following collection regime.

GREEN lidded bin – Organics – FOGO- (garden and food waste) - WEEKLY collection of 240L

YELLOW lidded bin – Recycling - FORTNIGHTLY(Week 2) collection of 240L

RED lidded bin - General Waste - FORTNIGHTLY (Week1) collection of 240L



This represents a more than 60 per cent increase in the volume of waste removed from each household compared to the current red lidded bin system.

Council will start the delivery the new bins with an information kit, kitchen caddy and bags for recycling of kitchen waste, from mid May to be ready for the new collection services

Figure 7: Hay Shire Council 3-bin system details (Source: Hay Shire Council website)

It is recommended that BSC obtain detailed information from Hay Shire and other similar sized Councils/those with similar logistical challenges that have implemented a 3-bin system. Research into the costs and logistics associated with implementation, processing and recycling methods/contractors, rate increase impacts, and more will help BSC to develop a robust business case as to whether a 3-bin system may be a viable option in the future.

7.6 Waste Data/Composition and Performance

The RAMJO waste strategy template recommends obtaining a range of separate waste and recycling streams data and displaying such within a strategy. This is to align operations with the state policy of reducing waste to landfill and a preferred 3-bin system for household waste.

Currently, BSC has very little data to work with, primarily due to it not being necessary until now.

As part of the Action Plan going forward, it is recommended that BSC progressively review missing data elements and assess whether they are needed. The primary data elements missing and recommended for collection are as follows:

- bin composition audit
- the amount of the various materials received at the landfills
- what waste streams are landfilled
- what wastes are recovered

The following image, taken from the Central Coast Council Waste Resource Management Strategy, is a good example of what a solid dataset for bin composition will look like if done well.

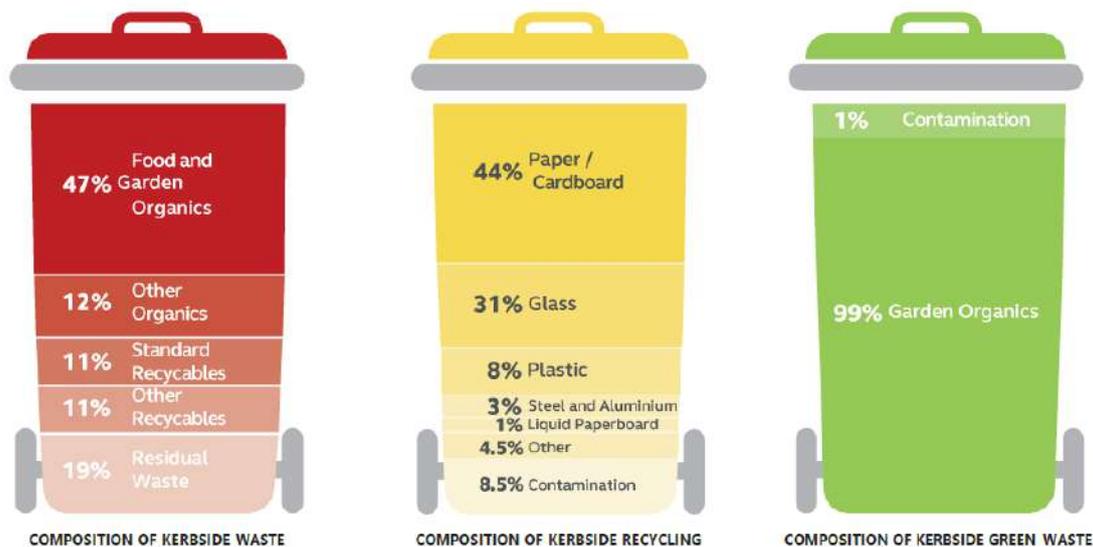


Figure 8: Example of the type of bin composition audit details BSC is recommended to collect. (Source: Central Coast Council Waste Resource Management Strategy)

An understanding of the composition of the waste generated by the average householder is crucial in the consideration of potential resource recovery and additional bin collection options, and therefore possible improvement of Council's waste management system.

Balranald has a single bin collected weekly, and a comparison with other NSW Councils providing this single bin service could provide information lacking on bin content composition in Balranald.

The usual composition audits look at the standard 3 bin systems (as per the example provided in Figure 8 above) and where improvements can be made in better placement of the separate materials in the bins by the householder, thus leading to a further education program.

For Councils delivering waste and recyclables to third parties and paying disposal charges, this composition analysis can result in cost savings by diverting materials to less expensive disposal or processing facilities.

This is not the case at Balranald as the one bin contains all and the landfill operational costs are fixed, regardless of tonnes disposed.

A bin composition audit in BSC's case is relatively simple and could be carried out internally. The minimum number of bins suggested for an audit is 75, as this number provides some statistical confidence in the data. 75 bins would provide about 1,500kgs for sorting and separation, but a lesser number, say 30, might be trialled in the first instance as the separation process is basic and simple.

The audit does not have to be detailed, rather it just needs to look for:

1. residual waste for landfill,
2. food and green organics waste items, and;
3. recyclables.

An internal audit would require a separate collection of the selected dwellings, and delivery of the contents to a shed for sorting. Three persons should complete sorting of this recommended volume of waste in a day and would need some way of weighing the sorted materials. Estimated costs internally with local labour are about \$3,000. An external audit would be more costly, most likely around \$5,000 to \$8,000.

7.7 Waste Streams

The following details are provided on the types of waste streams that are generally received at landfills and types of data that RAMJO would like to receive in the future. The following definitions are provided in the context of the RAMJO’s desired data tables provided in this section.

i. Municipal Solid Waste (MSW)

MSW is solid waste from households and local government operations, including waste placed at the kerbside for council collection and waste collected by councils from municipal parks and gardens, street sweeping council engineering works and public council bins.

MSW can be categorised into two waste sub-streams as follows:

- kerbside.
- self-hauled.

Kerbside waste is waste that is presented at the kerbside by residents for the collection and processing by Council. Self-hauled waste is waste that is transported to a facility by residents for processing or landfilling and is of a municipal nature. Self-hauled waste is not recorded in landfill records.

ii. Kerbside Waste (and commercial waste collection)

In 2023/24 an estimated total of 730 tonnes of material was collected at the kerbside as part of Council’s kerbside collection service, based on the landfill reports. The kerbside collection service consists of a weekly collection of waste in a 240L red-lidded bin.

The split of residential and commercial tonnes collected is not available and this is important data to collect for the future.

Although Council does not currently offer residents a kerbside organics service, residents do have access to disposal options at the Balranald and Euston Landfills. In 2023/24 the number of tonnes of green waste and timber material delivered to the Balranald landfill was 166 tonnes.

The current kerbside collection system results in a resource recovery rate of zero % as shown in Table 13, as everything collected is disposed to landfill.

Table 13: Kerbside tonnages & resource recovery rate

	Tonnes Collected	Tonnes Landfilled	Tonnes Recovered	Diversion Rate
Red-lidded waste bin	730	730	0.00	0%
Total	730	730	0.00	0%

The typical materials found in the kerbside waste bin are shown below.

Table 14: Kerbside Composition

Residual Waste Composition		Recycling Composition		Green waste composition	
Material Type	Percentage	Material Type	Percentage	Material Type	Percentage
Garden & other Organics		Paper & Paper Products		Garden & other Organics	
Food/Kitchen Organics		Glass		Food/Kitchen Organics	
Other		Plastics		Paper & Paper Products	

Residual Waste Composition		Recycling Composition		Green waste composition	
Material Type	Percentage	Material Type	Percentage	Material Type	Percentage
Plastics		Ferrous		Other	
Paper & Paper Products		Organics			
Glass		Non-Ferrous			
Ferrous		Other			
Non-Ferrous					

Table 14 demonstrates the critical data set that is needed to move forward on organics diversion.

The amount or % of food waste in the current bin determines the costs of implementing a second collection service for a dedicated FOGO bin. BSC should work towards collecting similar data to that noted above.

iii. Container Deposit Scheme

The *WARR Amendment (Container Deposit Scheme) Act 2016* established the Container Deposit Scheme (CDS) to reduce litter and recover, reuse and recycle drink containers. The CDS “Return and Earn” was introduced in 2017 facilitating a 10-cent refund for eligible containers when presented to a collection point.

In NSW, eligible containers in kerbside recycling bins are also redeemable by councils through an agreement with the Materials Recovery Facility (MRF) operator providing councils with a source of revenue.

Balranald does not provide a recyclable bin collection service, and any revenue from eligible containers would be negligible compared to the costs of providing the service.

The alternative option for consideration is investigating the potential to establish Return and Earn reverse vending machines at Balranald and Euston.



Figure 9: Image of a Return and Earn reverse vending machine

Return and Earn reverse vending machines provide a point at which the community can take eligible drink containers for disposal and earn 10c per container. This refund can be received in the form of a voucher, electronic refund to a bank or PayPal account, or the refund can be donated to a donation partner.

The network of Return and Earn reverse vending machines is operated by TOMRA Cleanaway. They are responsible for the placement and management of return points, and they continually review the location of return points to ensure the best access for the NSW community.

More details on Return and Earn can be found at www.returnandearn.org.au

iv. C&I Waste

C&I waste is solid waste generated by business, industries (including shopping centres, restaurants and offices) and institutions (such as schools, hospitals and government offices), but not C&D waste or municipal waste.

v. C&D Waste

C&D waste is solid waste sources from construction and demolition works, including building and demolition waste, asphalt waste and excavated natural material.

7.7.1.1 Diversion Rate

Diversion rate is defined as the proportion of total waste generated that is recovered, either through reuse, recycling or treatment, and is therefore diverted from landfill. Council's current diversion rate, across its entire waste management system is estimated at about 8%.

Council currently recovers approximately 0% of the waste materials that are generated by its residents at the kerbside.

Council's performance against the Waste Diversion Targets set by the NSW EPA in the WASM Strategy which focus on transition toward a circular economy, are provided in Table 15.

Table 15: WARR Waste Diversion Targets

Waste Type	Council current Diversion Rate	2030 Diversion Target
MSW	0%	80%
C&I	0%	80%
C&D	27%	80%
Overall Diversion from Landfill	8%	80%

Council is significantly below the C&D, MSW and C&I NSW EPA diversion targets. The overall diversion rate is solely reliant on C&D waste, which represents 29% of the waste stream and which has a diversion of 27%. Increasing diversion from landfill may be financially detrimental as there are no recycling facilities near BSC.

7.8 Waste Collection Operational details

7.8.1 Discussion

Based on our discussions with the contractor, BDS Automotive, there is minimal to no spare available truck time on Monday and Friday for incorporating a FOGO collection at Balranald and Euston. A separate FOGO collection would therefore require extra truck collection days, and additional collection costs, unless a fortnightly alternating collection was provided.

The following scenarios are provided should BSC consider the implementation of a FOGO collection:

- **Euston area** – if a FOGO collection was provided in Euston, one option would require the Balranald main street pick up to be allocated to a separate day as the collection service provided to Euston. The truck could then collect the Euston kerbside waste, dispose of it to

the Euston landfill, then carry out a FOGO collection in Euston and bring the FOGO back to Balranald.

Another option to consider is the disposal of FOGO at Euston landfill, however receipt and processing issues will need to be addressed.

Collection times will increase with both options with a corresponding increase in the costs of providing this extra service.

- **Balranald area** – a Balranald FOGO collection would require an additional one (1) day of collection operation and increased collection costs.

7.8.2 Collection solution option

A two-compartment collection body provides the collection of two separate waste streams in one visit. The capital costs of the body are higher than a standard one compartment body, approximately \$100,000 extra. This type of body saves a truck visiting twice as both bins would be emptied in one visit. The determining factor is how much additional green waste would be placed in the FOGO bin, as compared to the current 1-bin system, as there are currently 2.5 loads to the landfill of garbage, containing food organics on the collection day. The other critical factor is the location of the discharge points for each stream, and both must be in a similar location.

The collection times would increase as two bins are emptied at each dwelling, resulting in increased collection costs. This might require an additional collection day in the Balranald area.



Figure 10: Photo of a Twin compartment side loader rubbish truck.

7.9 FOGO processing options

There are several options that BSC can explore for the processing of FOGO waste, however each option comes with its' own challenges and corresponding price tag.

It will be necessary for BSC to collect accurate data on current general waste volumes and to produce more accurate waste volume and tonnage estimates for FOGO collection and processing. This will facilitate BSC making an informed decision on the preferred path to be taken.

Through the development of this strategy the following FOGO options were considered:

1. Business-as-Usual (BAS).
2. Support and expand at-home composting.
3. Disposal of food organics direct to sewer.
4. Develop a FOGO processing facility/area within the landfill at Balranald and/or Euston.
5. Transport FOGO waste to a suitable FOGO processing facility outside of the BSC region.

The amount of FOGO collected from a dedicated FOGO bin is expected to be less than 400 tonnes per annum. This figure is based on average FOGO bin weight data from other Councils, an average being 16kgs per bin, dependent on weekly or fortnightly collection frequencies. This tonnage is very low and there are no low capital cost equipment solutions for processing such minor volumes.

7.9.1 The Business-as-Usual approach

The BAS approach is seen as the most economical option for BSC given the logistics and expense associated with transporting FOGO waste to an internal or outlying facility. This is also due to the expense and resources required to develop a FOGO facility within BSC.

This approach would require a negotiated exemption with the relevant State government body, most likely with RAMJO and LGNSW support. The BAS approach is very cost effective but does not demonstrate any environmental sustainability and might not be supported by the BSC community.

7.9.2 Supporting and expanding at-home composting

This is the second most cost-effective means of providing organic waste diversion from landfill in areas where a separate FOGO collection is cost prohibitive. This alternative is one of the LGNSW recommendations and encompasses environmental sustainability principles.

Council could provide fully funded or subsidized compost bins for home use to each residential property within BSC to help reduce the amount of FOGO waste going into the general waste bins each week, thus meeting the FOGO mandate.

There are roughly 870 dwellings throughout the BSC region that Council may need to provide compost bins to if this option was pursued. The estimated cost for the purchase of an individual compost bin, similar to the one shown in image below, is approximately \$120 each.

A one-off outlay of \$104,000 for the compost bins (see Figure 10 below for an example) is estimated if no ratepayer contribution is requested. Delivery costs and a composting guideline publication for residents would add to this one-off cost.

The possible one-off cost of \$104,000(+) is compared to the following alternative cost scenarios/elements:

- **Scenario 1 – BSC supported service:**
 - Adding a FOGO to the kerbside residential waste collection service: \$200,000 per annum
 - Composting/handling of FOGO waste at the BSC landfill/s: estimated at \$50,000 per annum
 - **Total estimated annual cost: \$250,000**
- **Scenario 2 – FOGO disposal outside of BSC:**
 - Adding a FOGO to the kerbside residential waste collection service: \$200,000 per annum
 - Transport/disposal to a FOGO processing facility outside the BSC region: estimated at \$150,000 for 400 tonnes per annum.
 - **Total estimated annual cost: \$350,000**

Thus, the recurring cost to Council (and the community) could be anywhere between \$250,000 to \$350,000 per annum. This equates to a cost increase of about \$400 per annum per eligible rate payer in waste charges, the cost of which would likely need to be directly passed onto the BSC rate payer.



Figure 11: Composting example - Tumbleweed 240L compost bin.

7.9.3 Disposal of food organics direct to sewer

The direct disposal of food organics to sewer is a good option for removing food waste from the landfills.

The sewer system overcomes the collection and transport costs associated with bin collections and processing facilities. The additional organic load at the sewerage plant can create issues necessitating an upgrade and would need to be researched and factored into the further development of this scenario. It is noted that there may already be food organics to sewer in the area (e.g. coming from the Balranald Hospital).

Further high-level research into the viability of this scenario is supported.

7.9.4 Develop a FOGO facility within BSC

This option would require the development of a separate area from the main landfill operation, as far from residential waste disposal areas and neighbours as possible.

The costs to construct a FOGO processing facility are roughly estimated at \$200,000. The major unknown cost is associated with the development of a run-off collection dam/s for contaminated water, based on the Hay facility discussed in the next section.

All weather truck access for unloading and a loader for stockpiling and turning the food and green organics is required.

7.9.5 Transport FOGO waste to a facility outside of the BSC region

Currently, the nearest FOGO facility to Balranald is located at Hay, which was developed with RAMJO support. This facility is about 133kms from Balranald. Hay Shire collected FOGO is processed on an engineered composting pad with run-off collection.

Discussions with Hay about a Balranald FOGO collection being processed there had positive results, however the Hay facility would have to be expanded to cater for additional FOGO. A processing fee would most likely be imposed by Hay Shire, a rough estimated cost being \$70 per tonne. With aggregation to a larger truck and transportation of FOGO to Hay, the extra costs likely to be

associated with using this location would be about \$120,000 per annum. The collection costs incurred by BSC if collected on alternate weeks would be approximately \$30,000 per annum.

Worm Tech is another organics processor that uses thermophilic composting and vermiculture techniques to process FOGO and other organic streams. Worm Tech has facilities located in Carrathool (FOGO) and Yenda (no FOGO) and is the only licenced facility located in the entire RAMJO region at present.

Carrathool is located 186 kms from Balranald, and about 270 kms from Euston. Carrathool takes green and food waste, and FOGO collections from several neighbouring Councils, and has a strong relationship with RAMJO. The facility operates under a permit and is operating with gate charges starting at \$54 per tonne and a sliding scale upwards when contamination levels exceed about 5%.

The [Swan Hill Rural City Council](#)'s new composting facility is located in Ultima, about 215 kilometres from Balranald. This location is a possibility however transport costs would be prohibitive.

7.9.6 FOGO Financials – the options

Analysis of the BSC waste management financial data found that there is an overall deficit of \$140,000 forecast for 2024/2025. The commercial collection service is showing a forecast surplus of \$54,500.

The landfill operating costs are \$260,000 per annum, and we have assumed that this is all associated with the Balranald landfill given the Euston landfill is operating under contract to Robinvale Waste. Tip fees for the landfills is showing an income of \$20,000 for 2024/2025 combined across Balranald and Euston landfills.

The landfill operations are unusual when compared to most rural and regional Councils as there is currently just under 7,000 tonnes being landfilled per annum in accordance with EPA NSW reports. No licence is required for either landfill based upon these estimated tonnages being received. Euston is receiving almost all its input from the Robinvale area (i.e., Victorian waste) which is concerning given it appears that BSC is to some extent subsidising Swan Hill Rural City Council residents (or Robinvale Waste) for their waste disposal needs.

Again, as mentioned earlier in this document, disposal of Victorian waste in NSW avoids the Victorian landfill levy, which currently stands at \$66.30 per tonne municipal, and \$116.76 per tonne industrial. From 1st July 2025 the levy increases to \$84.78 municipal and \$149.33 industrial.

The waste disposal occurring at Euston based on the EPA report is showing less than 200 tonnes of the 4,800 tonnes received is Balranald waste. Thus, at least 4,000 tonnes of Robinvale area waste appears to be landfilled at Euston, saving (or avoiding) somewhere between \$300,000 and \$400,000 of levy revenue to the Victorian Government. It is believed that this situation is known to the Victorian Government and the question is how long it may be allowed to continue, as the avoided levy jumps to \$340,000 or \$600,000 per annum in mid-2025.

Given the above discussion, the future of the Euston landfill operation requires a more detailed study based on accurate data capturing exactly what is being landfilled there. The current operating arrangements are a significant environmental risk to Council, and without proper operational contracts with indemnities protecting Council and some form of reimbursement to BSC, it may be prudent to suspend the arrangement.

The following table provides a summary of the FOGO management options and their estimated costs.

No.	Recommendations	Collection system	Extra bin costs	Collection costs	Disposal costs to BSC landfill	Recurring annual costs	Total
1	Do nothing	N/A	\$0	\$0	\$0	\$0	

2	Home based composting (subsidized bins? 50%)	Householder	\$100,000 one off Yr 1	\$0	\$0	\$0	
3	Extra FOGO bin weekly collection	Current contractor	\$83,900	\$200,000	\$30,000	\$230,000	
4	Extra FOGO bin fortnightly alternating collection	Current contractor	\$83,900	\$30,000	\$40,000	\$70,000	
5	Free green waste disposal at local landfills	Householder	\$0	\$0	\$20,000	\$20,000	
6	Free food disposal at township locations	Contractor	*\$??	\$?	\$?	\$?	
7	Sewer discharge from home in-sinkerators	**Sewer system	\$0	\$0		\$0	

Table 16: Summary of FOGO management options estimated costs.

Note:

* the number of bins required for a township collection, collection frequency and costs requires more information as well as community support.

** May well require sewage treatment plant upgrade.

7.10 Emissions

At the time of writing, there wasn't a BSC Emissions Policy in place for the region. This isn't considered to be an item of concern given the relatively small volumes of waste handled in the region, thus the need to develop an Emissions Policy is a low priority.

PART E – THE STRATEGIC DIRECTION AND HOW TO GET THERE

8. THE STRATEGIC DIRECTION AND HOW TO GET THERE

This Strategy details a series of actions that can assist Council to progress towards the 2023/2024 diversion targets set by the NSW EPA and those targets formally endorsed by RAMJO in the 2022-2027 Regional Strategy.

The immediate action is to comply with the introduction of a Food Organics service for commercial properties. Council currently provides collection services to commercial properties and BSC must decide if this will be extended to a FOGO bin. This FOGO service may then be expanded to households by the end of 2030.

Ideally, Council could set landfill diversion targets, but this is questionable when the landfill life is projected to be close to 100 years. This will require collection of reasonably accurate waste disposal data in the first instance to facilitate the task of setting targets. Once BSC has a robust dataset it could then set suitable targets to improve performance.

This Strategy is a roadmap that highlights the key priorities and activities that will be undertaken by Council to divert waste from landfill and deliver sustainable waste management outcomes for the region. This section details four priority areas and key actions to be undertaken within those priority areas.

The priority areas and subsequent actions were developed in line with the NSW state strategy and RAMJO strategy which included increasing and improving waste infrastructure and introducing or expanding kerbside services in accordance with the NSW EPA WaSM strategy.

8.1 Action Items

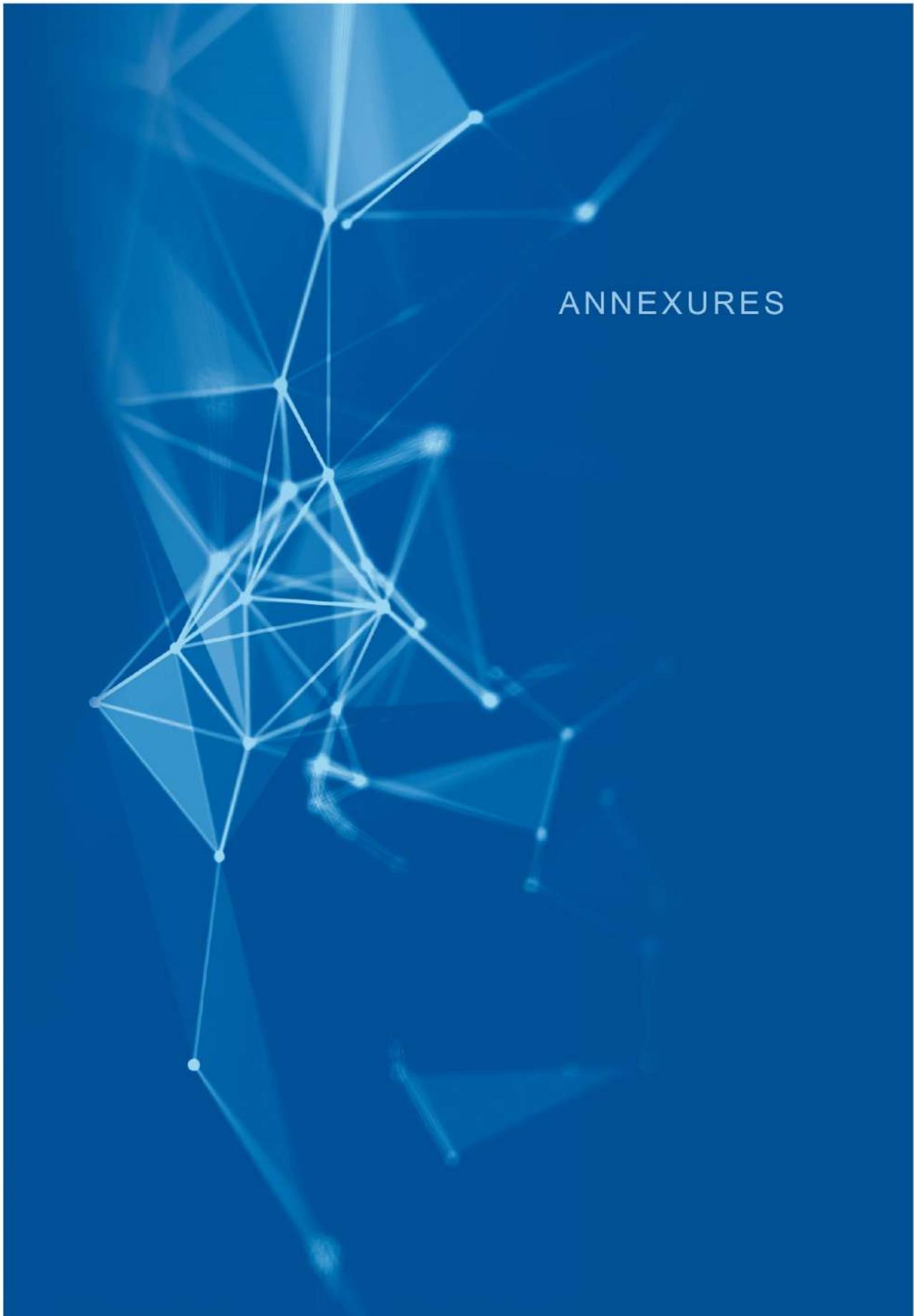
No.	Priority items / Recommendations
Priority – Increase resource recovery and improve landfill performance	
Action 1	Carry out a waste composition audit to better understand the current waste types deposited of in the BSC red lidded bin.
A waste composition audit is fundamental to understanding the current waste disposal trends in the red lidded bin. This data is crucial to making informed decisions going forward.	
Action 2	Undertake a review of the Euston and Balranald Landfills and Transfer Station Fees and Charges.
Consideration should be given to the review of existing fees and charges at both Landfills/Transfer Stations to ensure all costs are incorporated into the charges. This will require the collection of data on what materials and how much is accepted at the landfills. These charges include but not be limited to the availability of adequate funds for future works such as the closure of the landfill facility at the end of its useful life.	
Consideration should also be given to the way fees are applied to the disposal of waste and recyclable material to assist with resource recovery and diversion of waste from landfill. Providing a financial incentive to recycle or source separate material prior to disposal will assist in achieving this aim.	
Action 3	Investigate the option of undertaking a trial for the kerbside collection of garden organics.
The average NSW red-lidded waste bin in a 3-bin kerbside service contains 40% organic material (food organics and garden organics) that is sent to landfill instead of being recovered and processed into a valuable resource. The primary objective of source separated organics collection is to	

No.	Priority items / Recommendations
	<p>generate clean streams to divert these materials from landfill and facilitate a greater end use for the organics via composting or similar.</p> <p>The recovery of organic material from the red-lidded general waste bin is considered a key approach to increase recycling, which is Key Result Area 2 of the NSW Waste Avoidance and Resource Recovery Strategy 2014 – 21 and is supported by over 80 councils across NSW. Of the 130 councils in NSW, 40 offer a garden organic (GO) service and 41 offer a Food Organics Garden Organics (FOGO) service, with the remaining 49 councils not offering an organics service (as of March 2020).</p> <p>The implementation of a third kerbside bin for the separation of either garden organics or FOGO provides an improved level of waste management services provided to the community, whilst diverting organic material from landfill and reducing greenhouse gas emissions. In the case of BSC, the possible increased home composting approach may well provide a degree of best practice at affordable levels. This would demonstrate Council leadership in meeting state government waste diversion targets and combating climate change through reducing greenhouse gas emissions.</p>
<p>Action 4</p>	<p>Consider regional collaboration on alternative facilities for processes and managing waste.</p>
	<p>RAMJO are the key body in facilitating the development of regional hub processing facilities, and in aggregating regional waste volumes to provide and justify waste material separation. The main hurdle is the large area that RAMJO covers, thus any hub location may well be outside of the BSC region and result in uneconomical transport distances.</p>

8.2 5-year Implementation Plan

Action	Task	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
1	Review annually of Fees and Charges at Balranald and Euston Landfill & Transfer Station					
2	Carry out a waste composition audit (red lid bins) to better understand the current waste types deposited.					
3	Trial Kerbside FOGO Collection Service					
4	Education Officer type support for Resource Recovery activities					
5	Community education for a possible home composting scenario					
6	Public Place Recycling					
7	Regional Collaboration on waste contracts					
8	Infrastructure builds – Composting pad at BSC Landfill					
9	Kerbside collection contracts in place					
10	Review of Domestic Waste Management Charges					
11	Service area further defined if FOGO introduced					
12	Monitor and implement Landfill Closure Plan					
13	Develop a residual waste future management plan for Euston only					
14	Review technological advances pertaining to putrescible waste					

Action	Task	2025/2026	2026/2027	2027/2028	2028/2029	2029/2030
15	Investigate the potential to establish Return and Earn reverse vending machines in Balranald and Euston.					
16	Develop a formal communication plan for recycling initiatives.					
17	Strategic direction setting – review the available options and refine the preferred way forward, including modifying the Waste Management Strategy to reflect Councils agreed position.					



APPENDIX 1 – BSC WASTE MANAGEMENT STRATEGY PROJECT METHODOLOGY

The steps taken to complete the Waste Management Strategy project were as follows. Each stage contained technical and human resources input that were used to formulate the findings in this strategy.

Stage 1: Project Inception

- Met with Project Manager to confirm scope, key contacts, milestones etc. and commence the project.
- Met with Project Review Team to confirm objectives of the review and level of stakeholder engagement
- Reviewed project timetable
- Nominated Council's Project Manager and Project Officer
- Identified stakeholders

Stage 2: Background Review and Information gathering

Collected key documents and data for review including:

- Waste Services Strategic Review – Robert Bailey Consulting April 2022.
- Kerbside data and site receipt data.
- Balranald Waste Facility Long Term Plan of Management - Robert Bailey April 2022.
- 2024/25 Fees & Charges schedule – Waste Management Charges.
- Balranald Community Strategic Plan 2032.
- Balranald Overarching Asset Management Plan.
- Asset Management Policy.
- Balranald Long Term Financial Plan.
- Balranald Delivery Program 2022-2026.
- Operational Plan 2024/2025.
- Revenue Policy 2024/2025.
- Current contracts with service providers (i.e., Robinvale Waste contract for management of the Euston Landfill, and Balranald Diesel Services for the kerbside collection).
- RAMJO Regional Resource Recovery Strategy 2022-2027

Interviews occurred with BSC officers and others as a structured exercise borrowing from the CT Management Group *Service Profiling approach at a sub-service/activity level*. The interview process was focused upon providing context for Sub-services within the development of a strategic analysis of the service details.

Stage 3: Public consultation: Round 1

Public Consultation meetings occurred in Balranald and Euston. These meetings were focused on discussing the approach being taken to develop the Draft Waste Management Strategy document and the preliminary views of the community in relation to the provision of Waste Services in the region.

Stage 4: Draft Waste Management Strategy development

Develop the draft Waste Management Strategy in alignment with the scope of works and deliverables requested by BSC.

Stage 5: Public consultation: Round 2

Second round Public Consultation meetings will occur during Stage 5 in both Balranald and Euston. The meetings will focus on discussing the key findings in the Draft Waste Management Strategy document and any alternative views or perspectives in relation to them.

The presentation of the Draft Strategy and the ensuing discussion will focus on ensuring the BSC community were able to follow the key themes and content discussion items.

Stage 6: Final Waste Management Strategy

Following CT Management receiving and considering the public consultation feedback on the draft Waste Management Strategy, the feedback elements will be discussed with BSC officers and the final content elements agreed upon for amendment and inclusion in the final draft.

APPENDIX 2 – BACKGROUND REVIEW

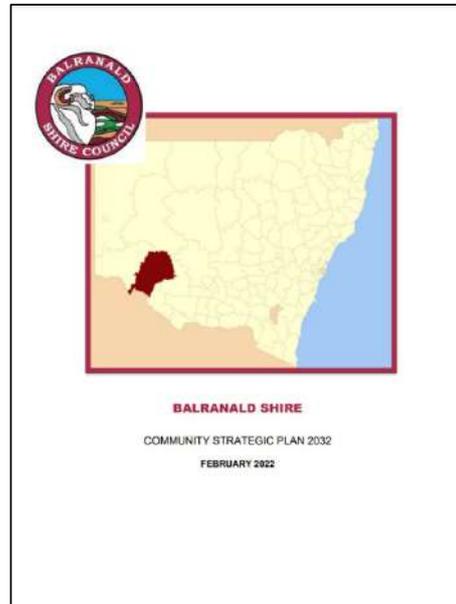
Balranald Shire Council Community Strategic Plan 2032

The Community Strategic Plan is the highest level of strategic planning undertaken by Council—all other plans must support achievement of Community Strategic Plan (CSP) objectives. Under the NSW Local Government Act 1993 the CSP must address the following:

- Articulate the community vision and reflect aspirations.
- Consider state and regional plans as they apply to the council.
- Contains, as a minimum, community vision, strategic directions and outcomes, and a means of measuring progress.
- Be based on social justice principles.

Given the function of the CSP as Councils overarching strategic direction and guiding document, its' contents were considered and referenced throughout the development of the Waste Management Strategy. The following strategic elements from the CSP are noted as the primary strategic focus areas of interest to Waste Management:

- Celebrate and promote our unique local environment
- Protect our water assets
- Manage our waste sustainably (strategy development is key part of this element).



NSW Waste and Sustainable Materials Strategy (NSWW&SMS)

The WaSM Strategy outlines the strategic direction for sustainable waste management practices in the state. The WaSM Strategy has three focus areas including:

1. Meeting our future infrastructure and service needs
2. Reducing carbon emissions through better waste and materials management
3. Building on our work to protect the environment and human

The strategy outlines the actions that the NSW Government proposes to take to deliver on long-term objectives to transition to a circular economy.

New South Wales is transitioning to a circular economy over the next 20 years. This means we will minimise what we throw away and use and reuse our resources efficiently, making them as productive as possible. We will end up with less waste, less emissions, less harm to our environment and more jobs. The move will boost innovation and help drive our economy.

We need to have the services and infrastructure in place to deal with our waste safely, to ensure it does not become a problem for future generations. We also need to work with consumers, industries and other governments to make the circular economy a reality.



The strategy outlines the actions proposed over the next six years, the first phase of the strategy, is to deliver on long-term objectives.

These actions are backed by \$356 million in funding to help deliver priority programs and policy reforms.

NSW Waste key reform initiatives:

- phasing out problematic single-use plastic items
- financial incentives for manufacturers and producers to design out problematic plastics
- having government agencies prefer recycled content
- mandating the separation of food and garden organics for households and selected businesses
- incentivising biogas generation from waste materials

NSWW&SMS targets:

- reduce total waste generated by 10% per person by 2030
- have an 80% average recovery rate from all waste streams by 2030
- significantly increase the use of recycled content by governments and industry
- phase out problematic and unnecessary plastics by 2025
- halve the amount of organic waste sent to landfill by 2030
- reduce litter by 60% by 2030 and plastics litter by 30% by 2025
- triple the plastics recycling rate by 2030

Legislative and Regulatory Context

The following is a brief synopsis of the legislative and regulatory context within which BSC are required to provide waste management services to the community.

The Legislative context for Waste Management is complex, with various Government Authorities having a say in waste management and recycling, at the same time trying to direct certain activities through mandates and in some cases penalties for non-compliance.

The reality and difficulty is that one size does not fit all, with Council areas and populations in NSW varying from 0.1 person per square kilometre in Balranald to 8,300 persons per square kilometre in Sydney. This has major financial implications for smaller regional Councils with a very small rate base spread over relatively large areas.

The Strategy draws on State based legislative, policy, strategy, educational and economic tools relating to waste management in NSW. The legislation and regulations include:

- Protection of the Environment Operations (POEO) Act 1997
- Waste Avoidance and Resource Recovery (WARR) Act 2001
- Protection of the Environment Operations (Waste) Regulation 2017
- Product Stewardship Act 2011

These key regulatory documents describe the requirements for transporting, storing, processing, managing, recovering, and disposing of waste and recyclable material.

Protection of the Environment Operations Act 1997 and the Protection of the Environment Operations (Waste) Regulation 2014.

The above noted act and regulation set the overarching waste management goals and strategic direction for NSW which are as follows.

Waste management goals:

- Reduce the amount of waste generated per person by 10% by 2030
- Increase the use of recycled materials by industry and governments
- Reduce the amount of organic waste that goes to landfills by half by 2030
- Phase out unnecessary and problematic plastics by 2025
- Reduce litter by 60% by 2030

Waste management strategies:

- The NSW Plastics Action Plan aims to reduce the amount of unnecessary and problematic plastics
- The NSW Government has a waste levy to fund the development of waste and resource recovery facilities.

Product Stewardship Act 2011.

The following fact sheet images provide a snapshot of the intent of the Product Stewardship Act:

National Waste Policy

Fact Sheet



Australian Government

Department of Sustainability, Environment,
Water, Population and Communities

Product Stewardship Act 2011

The *Product Stewardship Act 2011* will help reduce waste and prevent harmful materials from ending up in landfill by increasing recycling and the recovery of valuable materials from products.

All levels of government, industry and the community have a shared responsibility for the impacts of the products we manufacture, consume and dispose of in the course of going about our daily lives.

Not only is there an ever-increasing array of products for us to choose from, many of these also have a short product life, making them a significant and growing component of the waste stream.

Whether they contain substances that may be harmful to the environment, or valuable materials that can be reclaimed and re-used, there is good reason to ensure that we handle these products in a safe and environmentally responsible way.

WHAT IS PRODUCT STEWARDSHIP?

When people recycle packaging and products, or when companies design their product to limit the amount of materials and resources required for manufacture, or limit the amount of hazardous materials those products contain, they are being good product stewards.

Good product stewardship means doing the right thing for the benefit of the environment – and ultimately ourselves.

Product stewardship activities such as recycling help to reduce the amount of waste going to landfill, increase

recycling rates, recover valuable resources that can be used to make new products and prevent harmful substances found in certain products from getting into the environment.

This Product Stewardship Act will encourage more of us to become good product stewards and to support product stewardship activities.

WHY DO WE NEED LEGISLATION?

Waste in Australia is growing. Between 2003 and 2007 the amount of waste in Australia increased by nearly one third to around 44 million tonnes—the equivalent of over 2000 kilograms for every Australian every year.

The Product Stewardship Act acknowledges our shared responsibility for the impact of all of the products we use and consume.

The Product Stewardship Act paves the way for any number of product stewardship activities and schemes to be set up, as well as for existing schemes and projects to be accredited. The many activities likely to be carried out under this legislation will help reduce waste and recover valuable resources in a safe and environmentally responsible way.

Providing a legislative basis for these activities also means that consumers can have confidence in claims made by companies that they are being good product



stewards.

HOW WILL IT WORK?

The Product Stewardship Act provides for a flexible and practical approach to product stewardship by recognising that each product, material and industry is unique.

It allows for products and materials to be covered as the need arises, for example to keep step with Australia’s international obligations on managing certain types of waste.

A list will be published each year of products being considered for coverage by the legislation.

Products currently on the National Waste Policy implementation plan for product stewardship action include televisions and computers, packaging, tyres and mercury containing lights.

Proposals for future schemes under the product stewardship framework will need to be evidence based, taking into account both the costs and benefits.

The Product Stewardship Act allows for industries and products to be regulated in several ways, while also making provision for voluntary activities.

Voluntary accreditation of schemes encourages product stewardship without the need for regulation and provides the community with certainty that accredited schemes are actually achieving what they claim. Product stewardship organisations that are accredited under the legislation must meet specific requirements that ensure they carry out their activities in a transparent and accountable manner.

The majority of schemes to be covered under the Product Stewardship Legislation are likely to be voluntary, with an opportunity for both new and existing schemes to seek accreditation. .

Co-regulatory product stewardship schemes are delivered by industry and regulated by the Australian Government. The exact requirements (for example, where there is a requirement to meet a certain recycling target) and details of the activities to be carried out by a scheme operator will be detailed separately in regulations for each scheme.

The actions required in the regulations may include the need to avoid, reduce or eliminate waste from products.

Price impacts will be considered before any product is regulated.

Mandatory product stewardship would place a legal obligation on parties to take certain actions in relation to a product. Requirements that can be placed on parties using the legislation include the labelling of products, making arrangements for recycling products at end of life, or requiring a deposit and refund to be applied to a product.

The Product Stewardship Act also sets out the governance arrangements (the ‘who does what’), the powers of the Regulator (the Australian Government), and the reporting and audit requirements for organisations delivering product stewardship schemes.

This includes details about how the Government will ensure compliance under the law, how it will be enforced, what constitutes an offence under the law and what penalties may apply if the law is breached.

NATIONAL SCHEME FOR TELEVISIONS AND COMPUTERS

Following a decision by all Australian environment ministers in 2009, televisions and computers will be the first products to be regulated under the legislation.

Please refer to the department’s fact sheet *National Television and Computer Product Stewardship Scheme* for details. This can be found on the department’s website at:

www.environment.gov.au/settlements/waste/ewaste/publications/index.html

FURTHER INFORMATION

Product stewardship is a key commitment under the Australian Government’s long-term National Waste Policy to avoid and reduce the amount of waste generated and increase the amount of resources recovered from end-of-life products.

More information on the *Product Stewardship Act 2011* and the National Television and Computer Product Stewardship Scheme can be found on the department’s website at:

www.environment.gov.au/wastepolicy

www.environment.gov.au/ewaste.



NSW Local Government Act 1997

The purposes of this Act are as follows:

- a) to provide the legal framework for the system of local government for New South Wales,
- b) to set out the responsibilities and powers of councils, councillors and other persons and bodies that constitute the system of local government,
- c) to provide for governing bodies of councils that are democratically elected,
- d) to facilitate engagement with the local community by councils, councillors and other persons and bodies that constitute the system of local government,
- e) to provide for a system of local government that is accountable to the community and that is sustainable, flexible and effective.

Local Government NSW (LGNSW)

Local Government NSW is not a Government Authority; however they lobby on behalf of NSW Councils to the State and Federal Government.

Local Government NSW (LGNSW) is a peak body for Local Government in NSW, representing NSW general purpose councils and related entities. LGNSW facilitates the development of an effective community-based system of local government in the State. LGNSW is taking a lead role in advocating with the regulators to take account of the variables and provide exemptions based on individual Council circumstances. See later **Appendix 4** for more details on LGNSW's 2024-25 Advocacy Priorities.

The lobbying and presentations by the LGNSW may well provide BSC with a more financially acceptable solution moving forward, and the following abbreviated summary highlights the main areas that affect BSC and could be advantageous to BSC.

LGNSW's Policy Platform consolidates the voices of councils across NSW, reflecting the collective positions of local government.

Specifically relating to FOGO, LGNSW advocates for measures to address waste and recycling challenges, including the reinvestment by the NSW Government of the NSW waste levy to:

- a) Urgently fund regions of councils to develop and implement regional waste plans for the future of waste and resource recovery in their regions, which include infrastructure and circular economy solutions to address the needs of our cities and regions.
- b) Fund the delivery of priority infrastructure and other projects, procured by local government, that are needed to deliver the regional-scale plans, particularly where there is market failure identified in the regional plans.
- c) Offset the full costs of implementing mandated FOGO services.

In addition, proposing that the NSW Government extend the roll-out of mandated FOGO services to multi-unit households until 2035 and refrain from mandating collection frequencies.

Exemptions

The Proposal paper refers to the EPA having discretion to grant exemptions from the household mandate, whether generally or in specified circumstances, and whether from the entire mandate or certain parts of it. These exemptions could therefore be automatic (general) exemptions based on meeting certain criteria, or exemptions provided on application. Either way, it will be important to have clear criteria and rationale for the exemptions.

RAMJO 2022-2027 Regional Resource Recovery Strategy.

The Riverina and Murry Joint Organisation (RAMJO) is a voluntary Local Government group comprised of two large sub-regional areas namely, the Riverina and Murry Waste Groups.

These two groups are separately funded; however, both operate under the RAMJO banner. Balranald Shire Council is an associate member.

RAMJO has prepared a Regional Resource Recovery Strategy 2022-2027 which sets the direction for the implementation of an efficient and sustainable waste management system across the region. The key objectives of the regional strategy include:

- Engage with the community through education and activities related to best practice waste management.
- Provide leadership and facilitate information exchange and skills development.
- Make a significant contribution towards the achievement of NSW's WASM Strategy targets.
- Reduce the amount of waste that is being directed to landfill.
- Improve successful funding application opportunities.
- Improve and increase current services for household recycling and organics collection; and
- Provide a sustainable and healthy environment through reducing the incidences of litter, illegal dumping, and number of landfills across the region.

The RAMJO Strategy has been developed through the guiding principles of the waste hierarchy and state and regional policies to direct our objectives and goals. The objectives convey RAMJO's and member council's commitment to continually improve the efficiency and effectiveness of waste management and resource recovery, so it does not become a problem for our environment and our future generations.

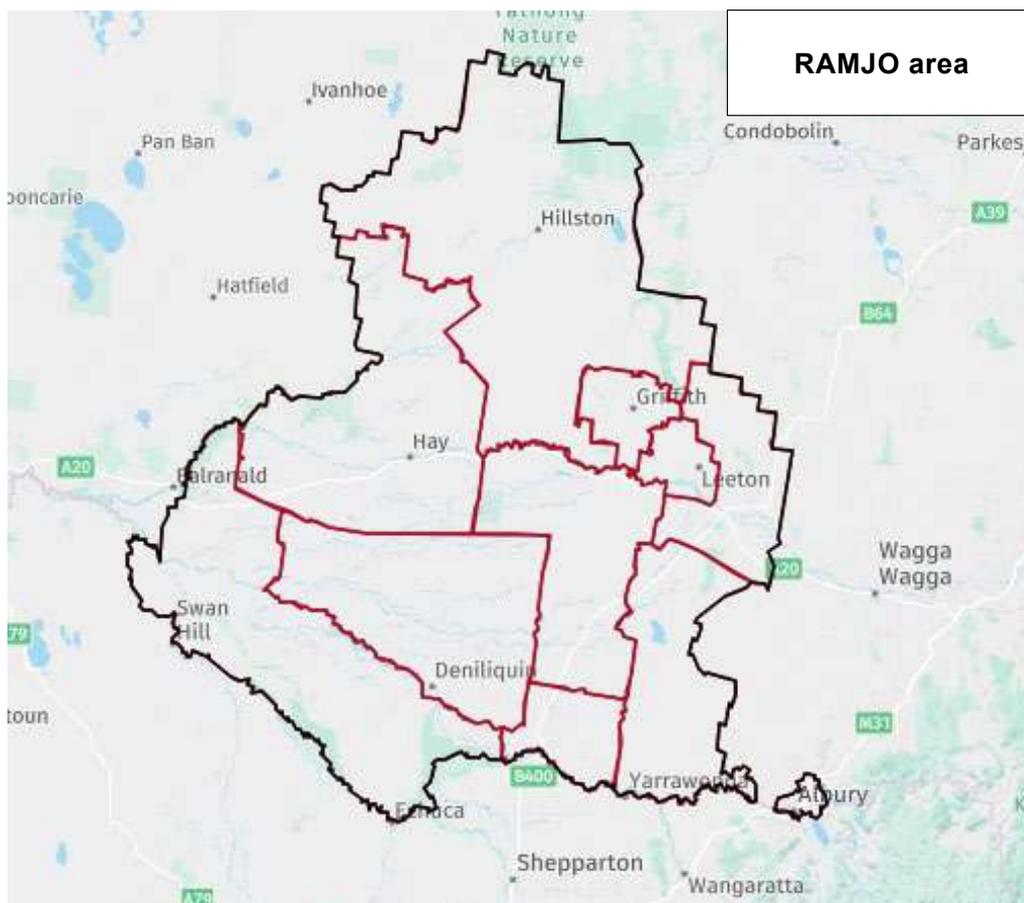


Figure 12: RAMJO area – Balranald is an associate Council.

The Government mandate for the removal of green and food organics from landfill is driven by:

1. costs reductions in disposal by delivering less waste to landfill and,
2. the greenhouse gas benefits by reducing the production of landfill gas at the landfill(s).

APPENDIX 3 – COMMUNITY CONSULTATION MEETINGS

Round 1 Consultation Community Meetings – Monday 25th November 2024 in Balranald, and Tuesday 26th November 2024 in Euston.

- Monday 25th November 2024 in Balranald – held at the Balranald Senior Citizens Centre, Market Street, Balranald.

Number of attendees from the community: 2 persons

Number of attendances from BSC and CT Management Group: 5 persons.

The key discussion elements, although limited, were captured for inclusion in the Draft Waste Management Strategy document. The main points raised at the Community meeting by the attending ratepayers were:

- Green waste recycling is needed
- Tip shop – used to have one, would like the opportunity to repurpose waste
- Rate structure – some ratepayers already struggling through cost of living
- Cardboard recycling is occurring
- Waste is an important community service
- Food waste is going direct to the landfill
- Would like a hard rubbish collection service to occur frequently
- Recycling steel is supported
- Supervision of waste disposal would assist in recycling efforts
- Repurposing waste would be good to see to enhance sustainability.
- Container Deposit Scheme (Return and Earn) system expansion is encouraged
- Community service when it comes to waste is important.
- Stewardship of waste management by Council is important.
- Swap system – green waste in, compost out.
- Community bins – multiple users.

Options for many of the above elements included discussion around the viability, cost, and realistic nature of the scenarios for the BSC area.

Note: an observation by CT Management Group from the session was that there is a need for a more comprehensive survey of the broader community to further the information BSC has on the desires of the community when it comes to waste management practices and future initiatives.

- Tuesday 26th November 2024 in Euston – held at the Old Euston Courthouse, Murray Terrace, Euston.

Number of attendees from the community: 0 persons

Number of attendances from BSC and CT Management Group: 3 persons.

Given the non-attendance of any community members no notes were taken.

Round 2 Consultation Community Meetings – Tuesday 24th June 2025 in Euston, and Wednesday 25th June 2025 in Balranald.

- Tuesday 24th June 2025 in Euston n Euston – held at the Old Euston Courthouse, Murray Terrace, Euston.

Number of attendees from the community: 0 persons

Number of attendances from BSC and CT Management Group: 3 persons.

Given the non-attendance of any community members no notes were taken.

- Wednesday 25th June 2025 in Balranald – held at the Balranald Theatre, Market Street, Balranald.

Number of attendees from the community: 2 persons

Number of attendances from BSC and CT Management Group: 3 persons.

The key discussion elements:

- Appreciation of the cost associated with collecting and processing recyclables and green waste versus the negative net benefit and high cost to the community if Council were to go to such lengths.
- Impact on the rating structure and community cost of cost of living.
- General discussion regarding the alternative methods/options discussed in the Strategy that will be more beneficial for Council to pursue with the community.

APPENDIX 4 – WASTE MANAGEMENT CONTRACTS

Waste Management Contracts

The following table provides a summary of best practice Waste Management contracts, not all applicable to BSC.

Service	Service Provider	Contract Expiry Date
Current services and contracts		
Residual garbage collection	BDS Automotive	TBC
Food and Garden organics processing	At landfill, contract shredding	N/A
Balranald landfill equipment hire	Details TBC	Details TBC
Metal processing	As above	As above
Mattresses	As above	As above
Tyres	As above	As above
Euston landfill operations Contract	Robinvale Waste	June 2025
Waste services to Council facilities	Details TBC	Details TBC
Medium priority introduction		
Food and Garden organics collection	N/A	N/A
Recycling collection	N/A	N/A
Garden organics processing	Details TBC	Details TBC
Public place recycling	Not in place	N/A
Public place residual	Not in place	N/A
Long term priority introduction		
Mixed recyclable processing	Not in place	N/A
Residual processing and disposal	Not in place	N/A
Clean up collection	N/A	N/A
Clean up processing and disposal	N/A	N/A
Street sweepings and illegal dumping disposal	Details TBC	Details TBC
Resale Shop	N/A	N/A

Euston landfill Action Plan

The following data must be obtained from the Euston landfill operators to enable a full review of the operations, possible retendering specification preparation and a comprehensive risk to Council analysis.

1. Detailed breakdown of volumes/tonnes received at Euston for last 2 to 3 years.
 - Minimum last years data, tonnages, revenue etc.
 - Company or Council who delivered. NSW or Victorian waste?
 - Monthly breakdown
 - Revenue received
 - Costs incurred
 - Airspace consumed
2. 1. Above needs to correlate exactly with the EPA NSW annual tonnage reports
3. Small vehicle receipts
4. Equipment on site and variations
5. Daily cover used
6. Future airspace created if any
7. Any EPA visit reports
8. Any other observations or concerns e.g. illegal dumping on or off-site
9. Evidence of leakage from landfill body

APPENDIX 5 – LGNSW 2024-25 ADVOCACY PRIORITIES

LGNSW's 2024-25 Advocacy Priorities identify the critical issues facing the local government sector (especially rural Council areas with very small populations), with the following priorities for FOGO being reiterated:

➤ Provide funding (over and above current funding) to offset council costs of implementing the Food Organics Garden Organics mandate and extend until 2035 the mandate for multi-unit dwellings. LGNSW recommendations are as follows:

- **Recommendation 1:** The NSW Government seek local government 'sense-check' of the draft mandate legislation before it is finalised.
- **Recommendation 2:** That the household mandate only apply to properties where a domestic waste management service charge is levied by council.
- **Recommendation 3:** That the household mandate does not apply to properties where a domestic waste management service charge is not levied by council.

Exemptions

The Proposal paper refers to the EPA having discretion to grant exemptions from the household mandate, whether generally or in specified circumstances, and whether from the entire mandate or certain parts of it. These exemptions could therefore be automatic (general) exemptions based on meeting certain criteria, or exemptions provided on application. Either way, it will be important to have clear criteria and rationale for the exemptions.

A general exemption which local government recommends is the corollary to Recommendation 3 i.e. that properties where councils do not charge a domestic waste management charge should be exempt from the household mandate.

The Proposal paper notes that other exemptions being considered are for **towns below a certain population size and density, and/or a certain distance from processing facilities in the non-regulated area.**

Some rural properties may have a domestic waste service, but the residents may not need or want a FOGO service as they have onsite options such as composting or other options for the material. These properties may also be outside the urban footprint of a town and their inclusion in the service may significantly impact the overall viability of the service to that town.

Given the intent of the mandate is to divert resources from landfill and reduce net greenhouse gas emissions, it may also be simpler and more effective to exempt these properties from the mandate and have council provide composting bins (for example) instead of a FOGO collection service.

In short, councils must have the flexibility to determine the right service offering for the different types of housing and communities in their local government areas.

Councils also must be given the ability to claim exemptions for properties or areas in certain situations including:

- Contamination (property level) - some councils have a 3- or 4-strike policy for contamination in recycling bins which involves education, warnings and then removal of bin if contamination persists. Councils must be allowed to continue this approach under the mandate in a way that won't require them to seek individual exemptions each time they need to remove a bin. Councils must be given contamination management delegations that enable properties to be excluded from the mandate.
- Contamination (community-level) - where councils can demonstrate likely causal factors for high contamination levels exist at a community level (for a defined community), councils should be able to seek an exemption from introducing a

FO/FOGO service. Councils could undertake a limited trial and then seek exemption(s) based on the outcome of the trial.

- Evidence of alternative solutions to manage FO/FOGO e.g. food dehydrators. If the intention is to divert organics from landfill, then evidence of a more effective / innovative process than FOGO service should support an exemption. This will also support FO/FOGO diversion from landfill where processing facilities are not available or difficult to access.

All of the above factors in varying combinations will have an influence on the viability of a FOGO service. For example, a town may be of sufficient density to make the collection viable, but the transport costs to the nearest facility make it unviable. Or there may be a facility within (say) 50km however it does not have capacity to take additional material nor any scope to increase its capacity.

As discussed above, some councils have already looked into the viability of FOGO services in their communities. Many local government areas are not large enough to generate enough waste to viably undertake FOGO processing themselves. Given council's knowledge of both the community and of the economics of providing a service, in the non-regulated area it may be simplest to allow councils to make the determination as to whether a FOGO service can be supported or exempt from the mandate.

- **Recommendation 4:** Automatically exempt properties that are not levied a domestic waste management charge by council from the household mandate.
- **Recommendation 5:** That councils be given the authority to exempt properties from the household mandate based on clearly defined criteria, such as where:
 - an education and compliance regime for contamination has resulted in bin removal,
 - alternative measures to manage FO/FOGO exist,
 - council has assessed and determined a FOGO service is not viable.
- **Recommendation 6:** The EPA work with local government to develop guidance on how exemptions may be applied (e.g. for rural areas, holiday rentals, properties without a domestic waste service etc).
- **Recommendation 7:** Councils should not be fined or penalised for not having FOGO collections in place by 1 July 2030 if they cannot access organic waste processing facilities / markets.

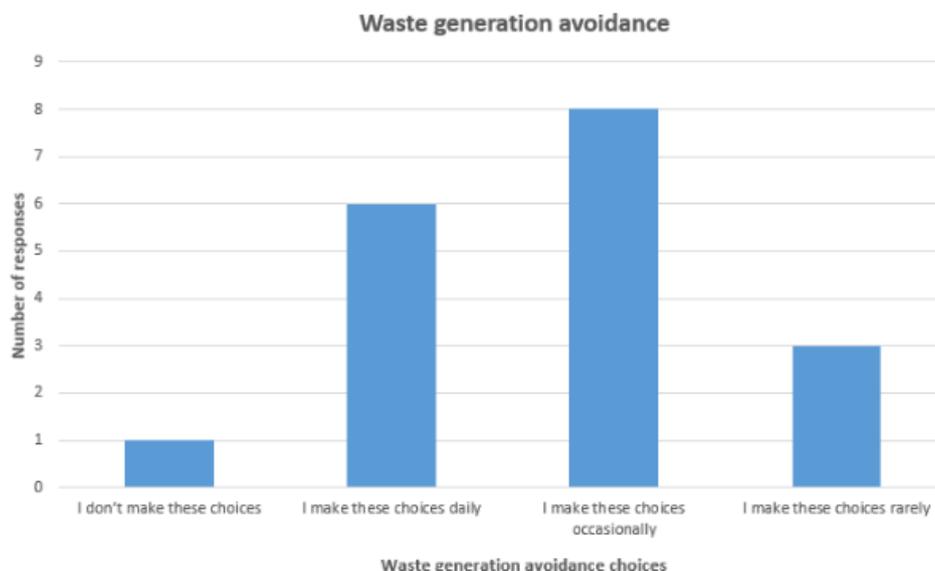
APPENDIX 6 – ONLINE COMMUNITY SURVEY / PUBLIC EXHIBITON FEEDBACK

As part of the public exhibition of the Draft Waste Management Strategy in June/July 2025, an online survey community survey was released to provide the opportunity for specific response and comments to be provided relevant to the main topics covered within the document. 18 community responses were received to the online survey which have been summarised in the following pages.

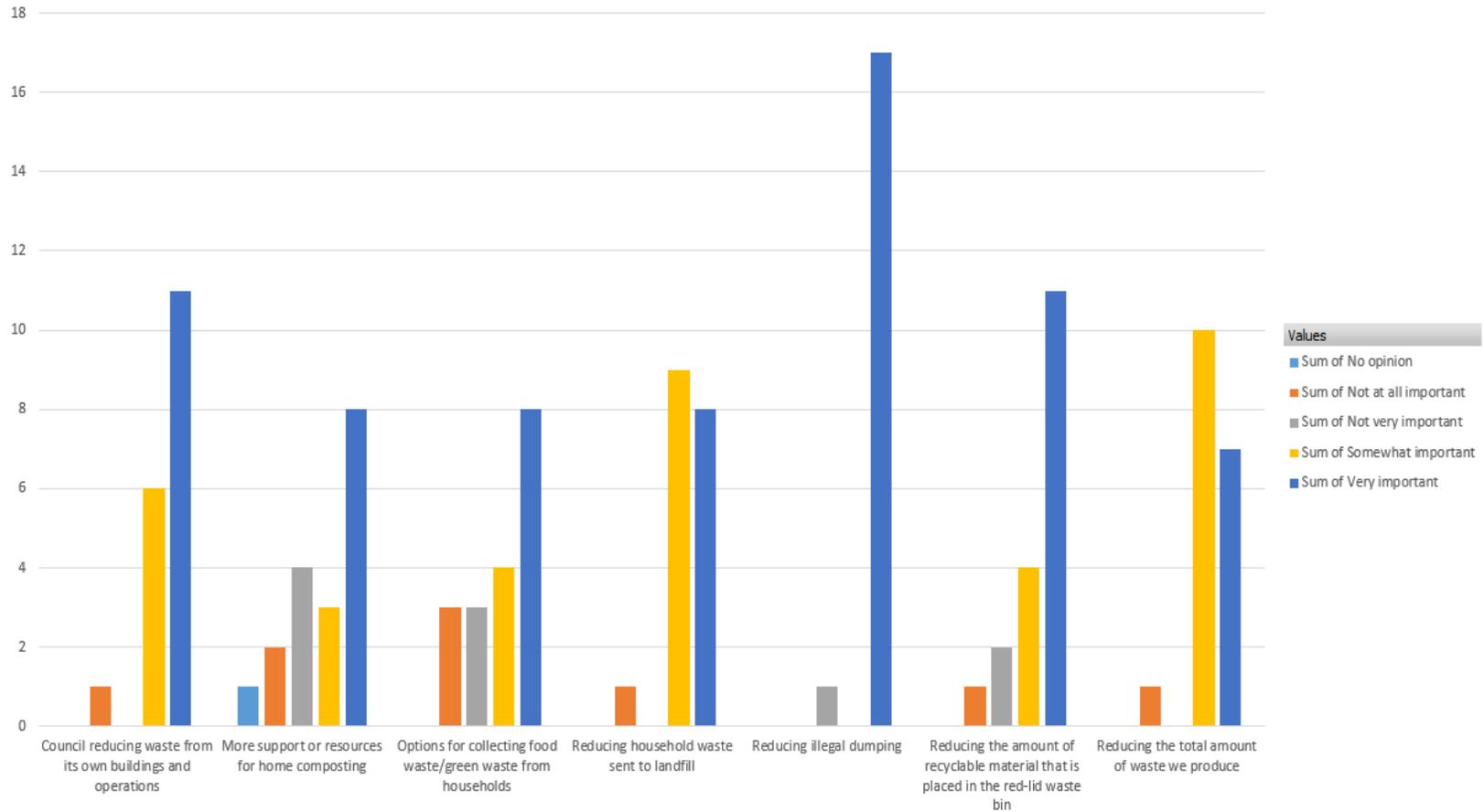
Additionally, as part of the public exhibition of the Draft Waste Management Strategy, the community had the opportunity to provide written feedback via email or post commenting the strategy inclusions or otherwise. It is confirmed that no written feedback submissions were received in addition to the online survey responses.

Waste Management Strategy - Online community survey results

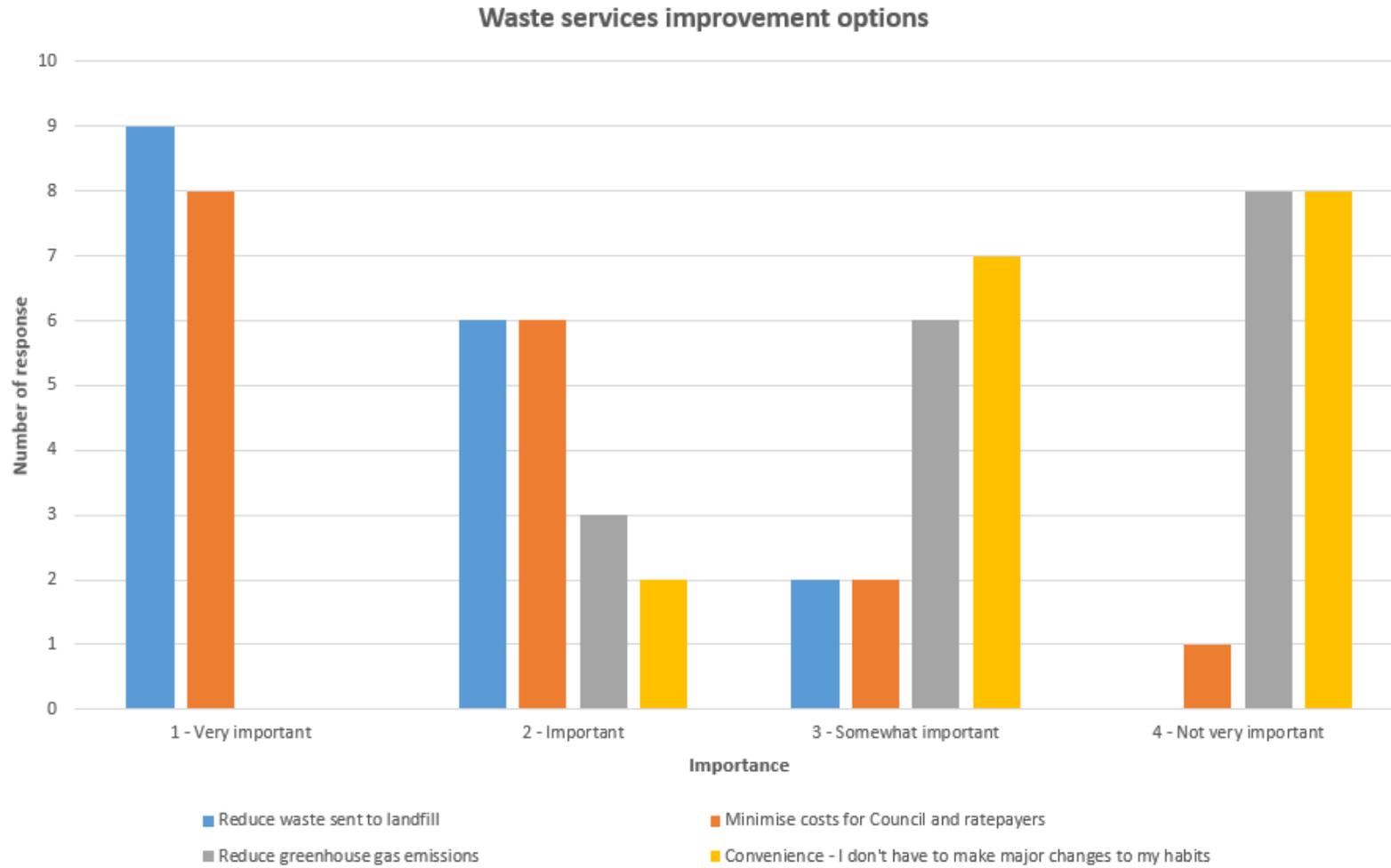
- **Number of respondents:** 19 (all live in the BSC area). *Note: one response was received as a paper response and thus not captured in the automatically generated data report from SurveyMonkey.*
- **Work status:** 2 respondents are business owners within the BSC area, and 12 of the respondents work in the BSC area.
- **Location:** 15 respondents live in Balranald, 2 respondents live in Euston, 1 lives elsewhere within the Council area.
- **Gender of respondents:** 5 males, 12 females, 1 preferred not to say.
- **Age of respondents:** There was a relatively even spread of respondents across the age ranges between 18yrs old to 84yrs old. No respondents were 18yrs of age or younger, or 85yrs or older. The highest representation of respondents came from the 50-59yrs age range (7 responses).
- **Property Ownership status:** 13 respondents own their current residences, 3 respondents rent, 2 respondents were in the Other category or Preferred not to say.
- **Property type:** 13 respondents live in a separate house, 1 lives in a unit/apartment, 1 lives in a semi-detached/terrace or townhouse, 3 respondents were in the Other category or Preferred not to say.
- **Frequency of respondents choices that avoid generating waste:**



- **Community preference and vision for waste management:** The respondents rated the following waste management options in order of importance.

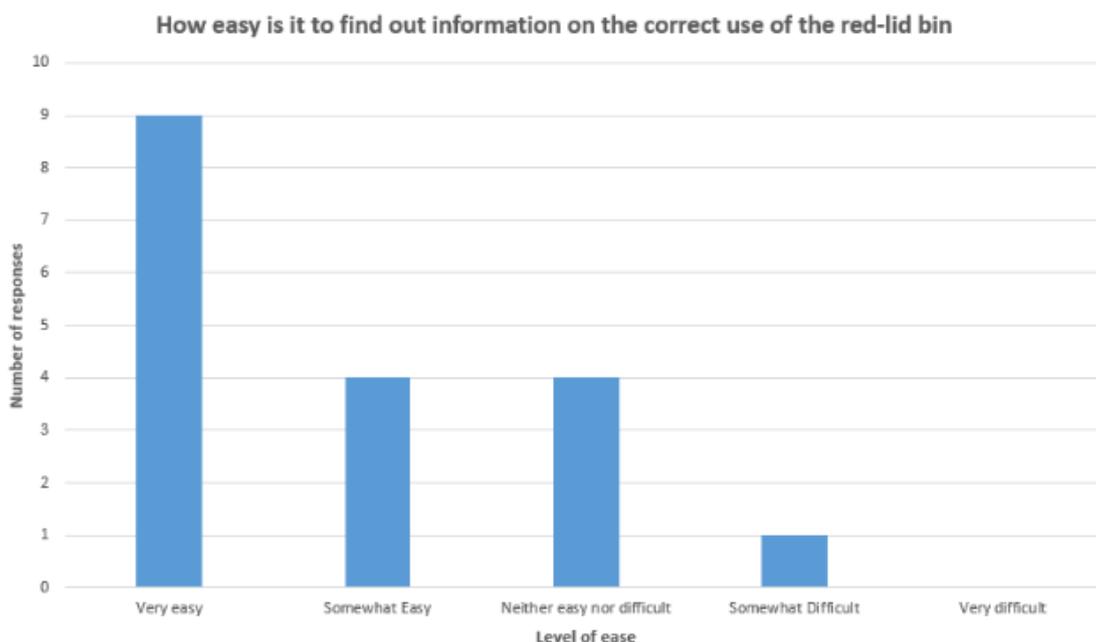


- BSC Waste services improvement preferences (17 responses, 1 skipped):

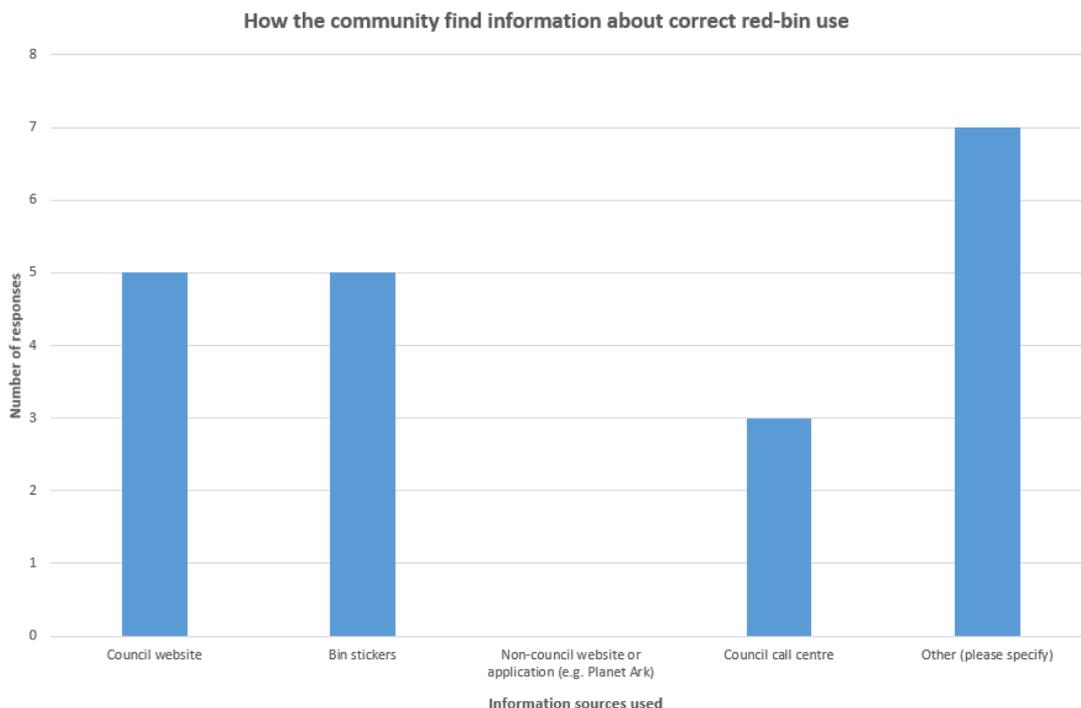


- **What changes would provide the biggest improvement to managing waste in the BSC area (open comments):**
 - Council not to run their own tips.
 - Education, community involvement, working with neighbouring councils to share facilities.
 - Better waste management at the landfill. Better opening hours to avoid illegal dumping. The option for recycling.
 - Bring in recycling.
 - A recycling depot for plastics, hard goods and cardboard.
 - Three different bins: Green waste, General rubbish, Recycled.
 - Green waste collection.
 - Recycle Centre, more jobs, and over half of waste would be cut. More secure tip fencing around area to stop illegal dumping (if they aren't paying they won't care how much waste they dump). Cameras in high traffic illegal dumping areas as well and huge fines if caught. Green shed (this would stop dumping of items that are still in good condition also be profitable for the shire). A can/bottle machine. A mulch program with certain green waste. Give back to community for gardens. Compost bins given to residents who ask. This will stop a lot of food scraps and paper going to the tip.
 - Recycling.
 - Recycling and green waste bins in addition to current red lid bins. Not all community members have access to trailer or ute to transport green waste to local tip.
 - I don't think there is a lot you can do, people still burn rubbish, dump rubbish and nothing is done about it.
 - Providing recycling bins. Plastic and green waste.

- **How easy is it to find out information on the correct use of the red-lid bin?**

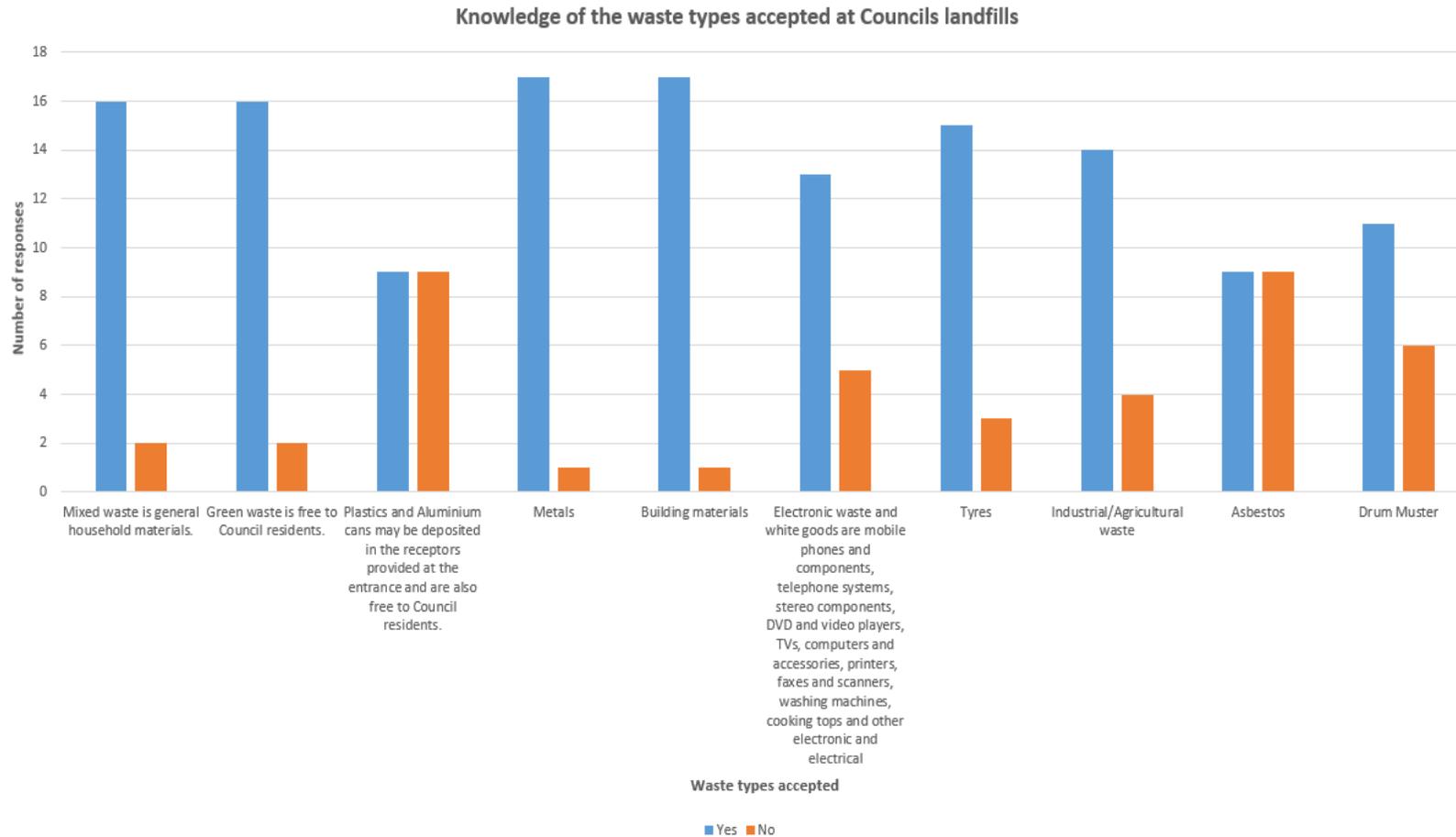


- **Methods used to find out information about the correct use of BSC red-lid kerbside bin:**

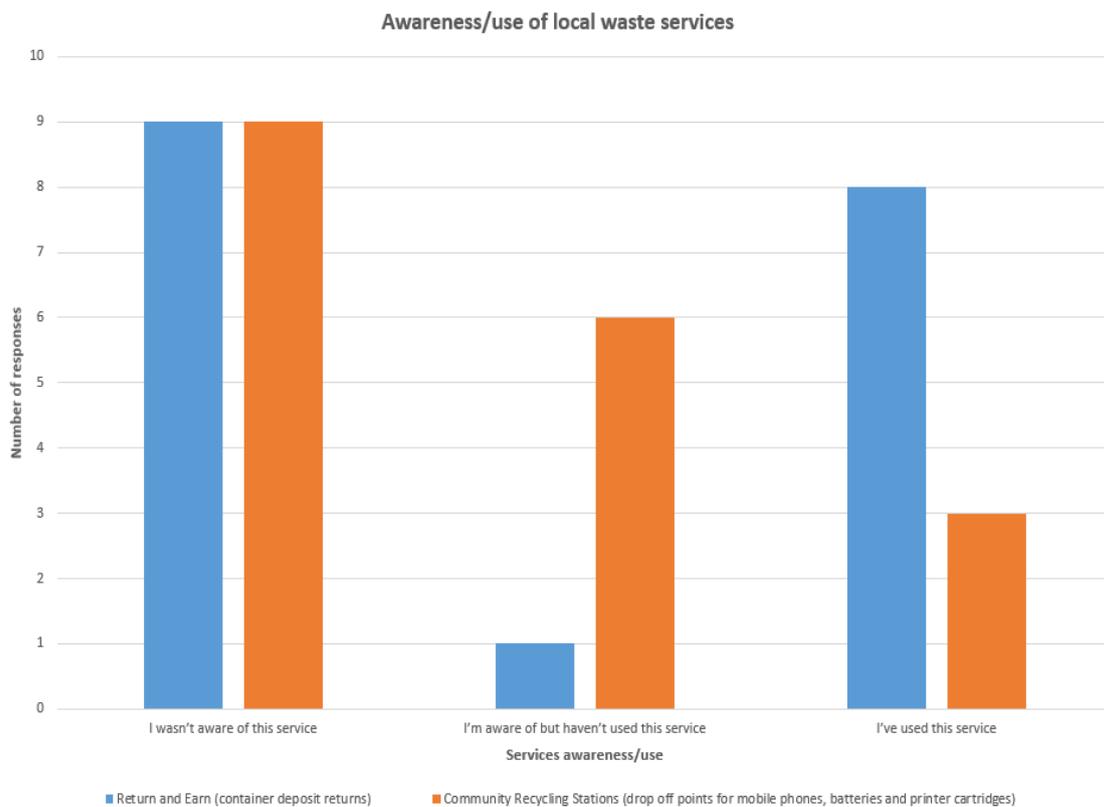


- **Ideas/comments about the BSC kerbside bin system (5 responses):**
 - Start sorting and collecting at roadside to implement small changes to start with e.g., garden and food waste from general household waste. Not all residents have capacity to get to local tip.
 - Balranald needs a yellow lid bin for recycling.
 - Have an option of small or big bin.
 - I think we should get kerb side recycling and green waste bins ASAP with possibility of a compost bin.
 - Recycle service would be fantastic.
- **Knowledge of Council operating two landfill locations (Balranald/Euston):** All 18 respondents knew that BSC operate 2 landfills.
- **Have the respondents visited one or both landfill sites:** 16 respondents have visited one or both sites, 2 respondents haven't visited either landfill site.

- Respondents knowledge of what waste types the respective Council landfills receive: 18 responses.

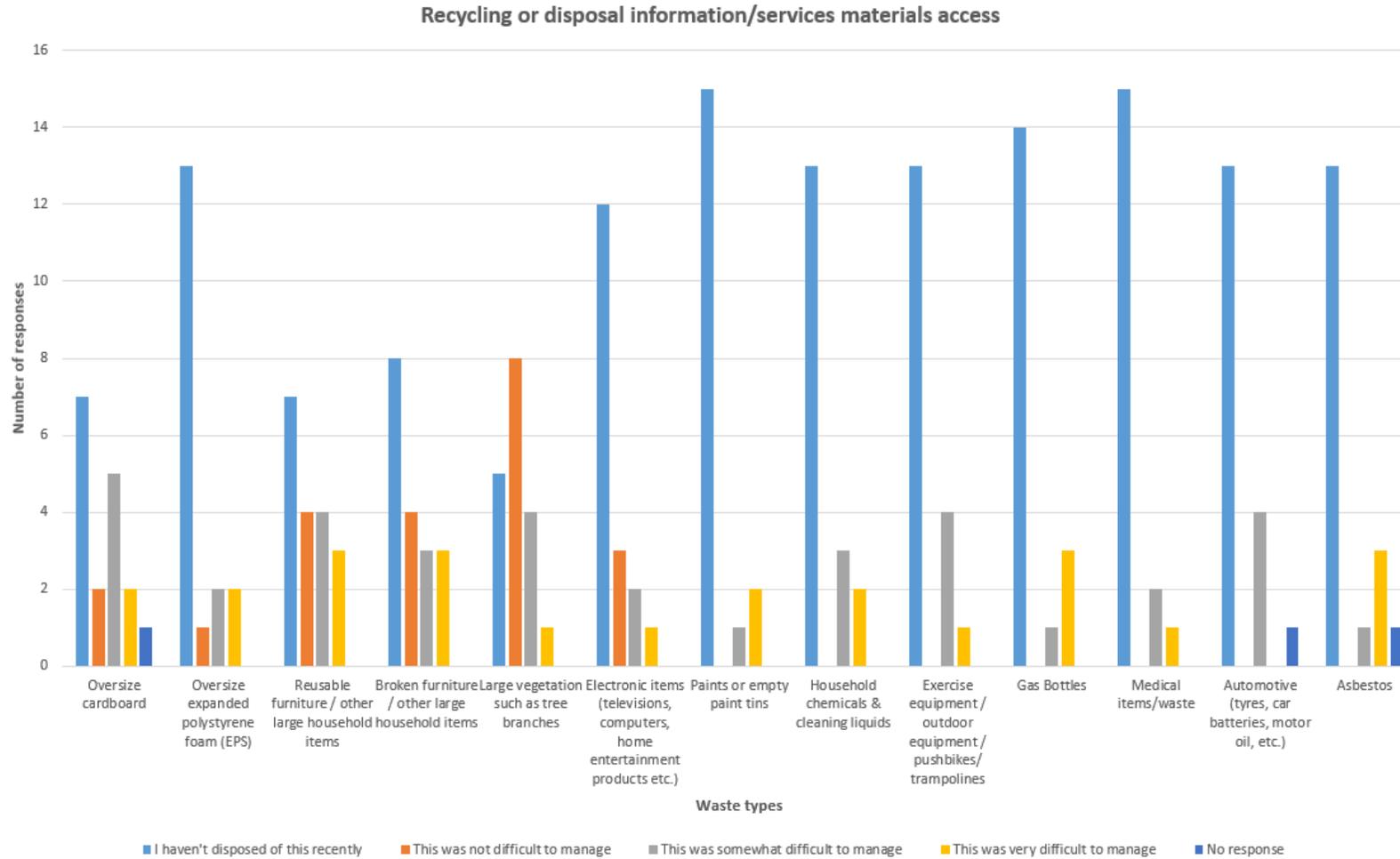


- **Ideas/comments on Council landfill operations:** (1 comment received).
 - If rate payers had 2 bins they could separate household rubbish from recyclable items, that way plastics are not being dumped in the Councils landfills.
- **Respondents knowledge of it being illegal to dump unwanted materials on public land.** 15 respondents are aware of dumping being illegal, and 3 respondents aren't aware of dumping being illegal.
- **Respondents knowledge of Council investigating incidences of illegal dumping and fines can be issued.** 15 respondents are aware, and 3 respondents aren't aware of Council investigating illegal dumping and issuing fines.
- **Ideas or comments about illegal dumping or Council's illegal dumping investigations and enforcement in the area.** (Optional question – 7 respondents answered, 11 respondents declined to answer):
 - More signage.
 - Trail cameras be installed in high illegal dumping areas and fines be imposed.
 - Take photos of illegally dumped rubbish and put in newsletter to show people how disgusting it is and how it makes our reserves look terrible.
 - Everyone uses the cut fence at the back of the tip to dump rubbish whenever they want.
 - Might be mitigated by having more free kerbside bulk rubbish collections per year.
 - I know it can be enforced, but I don't think it ever has been in the Euston area.
 - If our waste management services were open more frequently there may not be as much illegal dumping, or if the services were free and opened 7 days that would definitely decrease illegal dumping.
- **Which of the following services are respondents aware of or have used?**

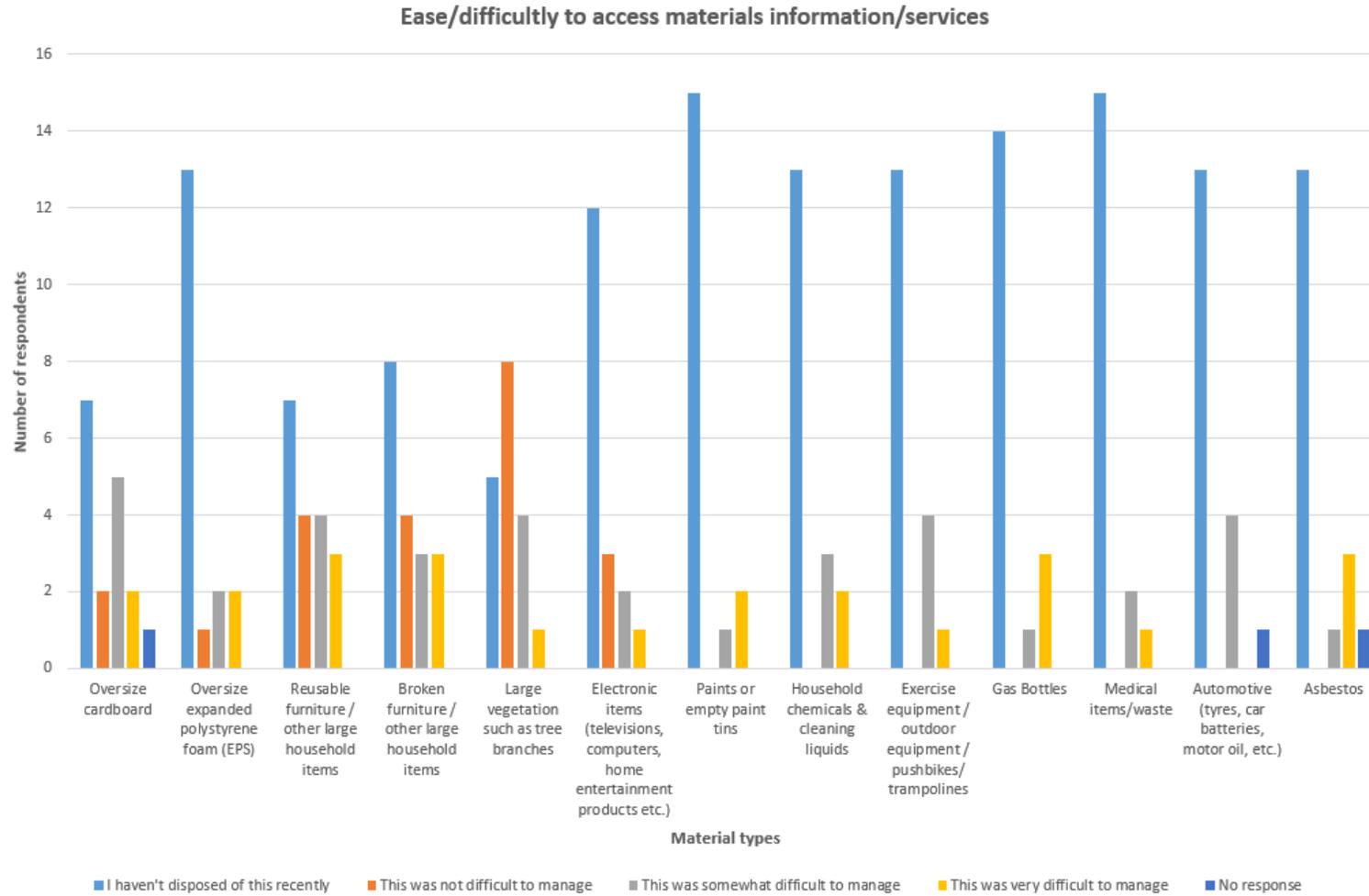


- **Reasons respondents would have liked to use one or more of the above services but were not able to? Or, are there any changes that would make these services easier to access?** (Optional – 4 responses received):
 - Not everyone has access and ability to take rubbish to the tip e.g., mattresses, tyres, tree branches, washing machines etc
 - Gravelling the road to the landfill to make accessible when wet.
 - Return and earn with 10 cents bottles and cans... Shire needs to put in a return machine that is convenient for everyone to use. We do this in every town we holiday in but can't do it in our own hometown.
 - We need a return and earn machine.

- How difficult is it to find recycling or disposal information or services for these materials?

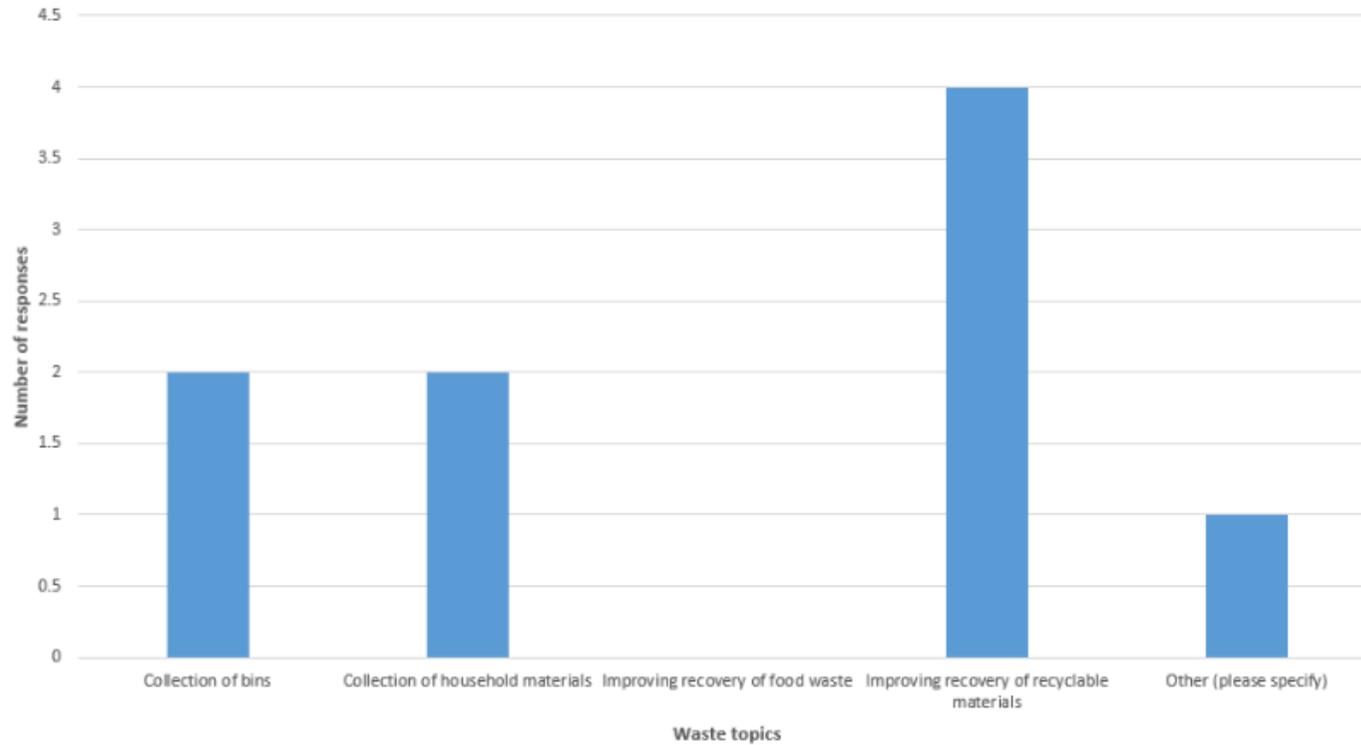


- How difficult is it to find recycling or disposal information or services for these materials?

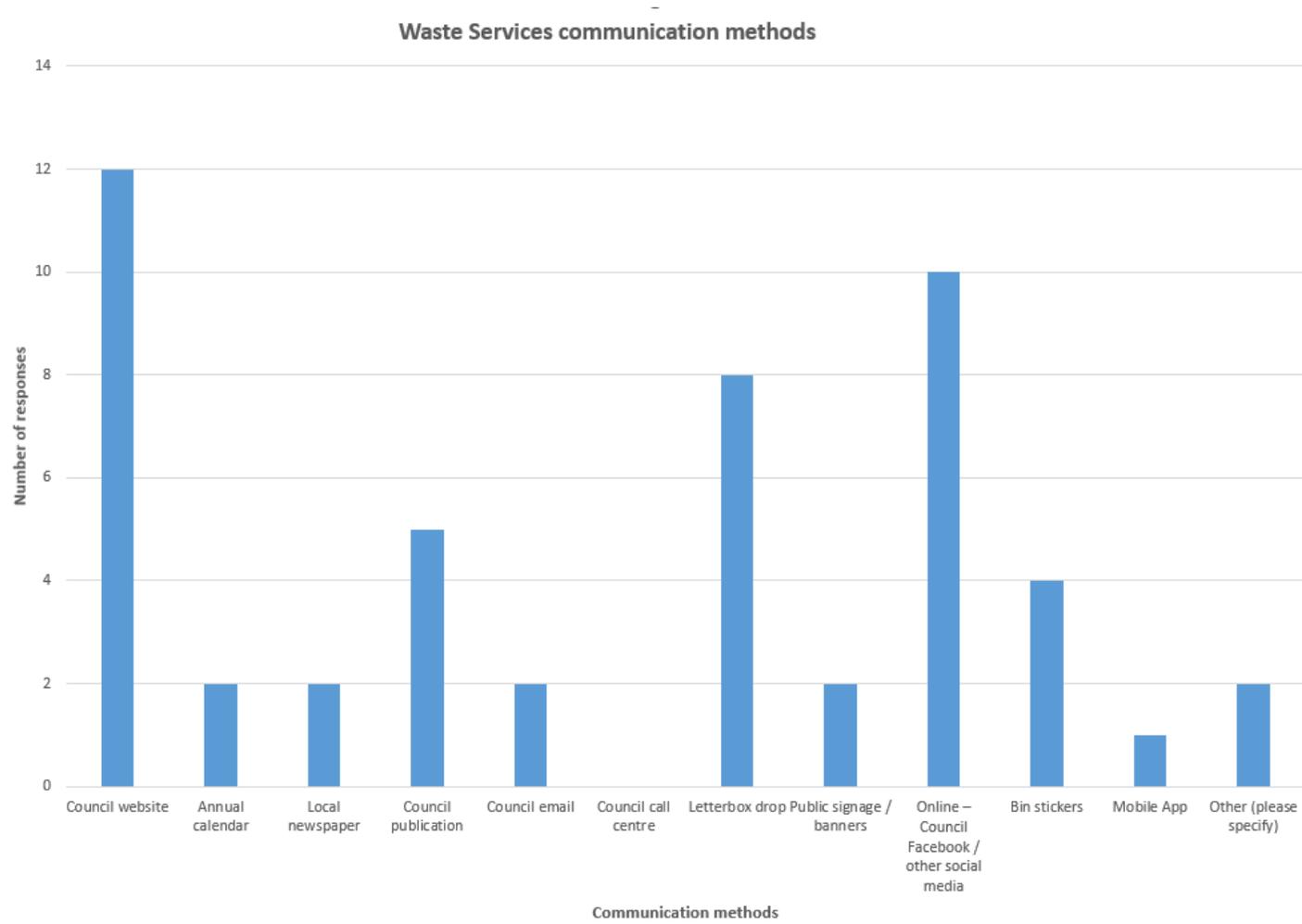


- Are there specific topic/s that you are interested in discussing further?

Waste topics of interest



- Which communication methods are most useful for Council to inform you about new or existing waste services?



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PART B – ITEMS FOR INFORMATION**11 CHIEF EXECUTIVE OFFICER'S REPORTS****11.1 MONTHLY INVESTMENTS REPORT**

File Number:	D26.119696
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.

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 31 January 2026.

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 31 January 2026 is **\$32,925,947**.

This is a increase of \$1,378,165 (4.37%) on the previous month's total of **\$31,547,782**.

The increase is due to:

- Block Grant - \$698,500
- BAS Refund - \$140,441

The investments balance as at 31 January 2026 is **\$31m**.

A summary of Council's investments as at 31 January 2026 is detailed on the next page.

The table below also details the interest earned for January 2026 and the projected interest earnings for the Financial Year ending 30 June 2026.

TERM DEPOSITS INVESTMENT REGISTER AND INTEREST EARNED 2025/26

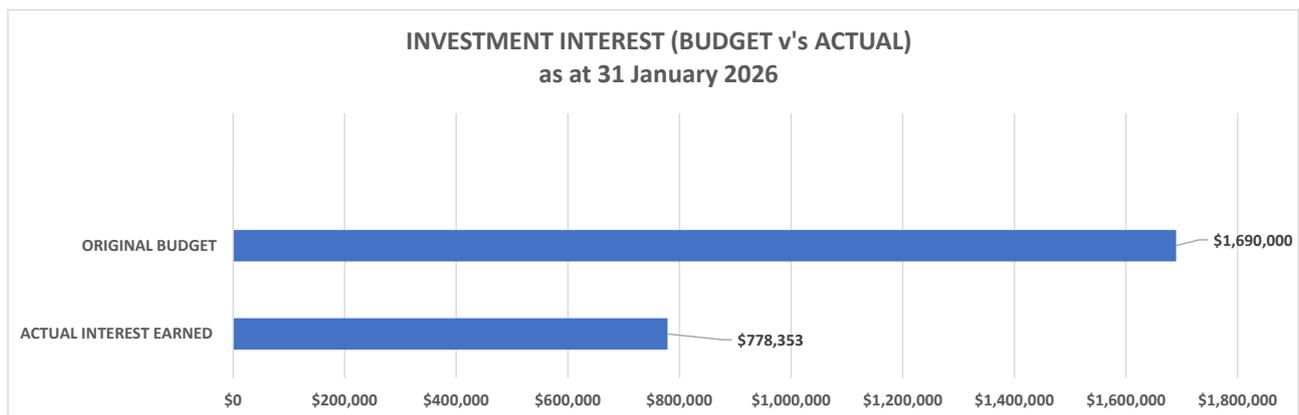
Term Deposits	S&P Rating	Term (Days)	Start Date	Maturity Date	Interest Rate	Investment Value	Daily Interest	31	
								Jan-26	Actual Interest Earnings to 30 June 2026
Westpac Bank			matured				\$ 130.14		\$ 13,404.42
Westpac Bank - 176576			matured				\$ 131.51		\$ 1,046.84
Westpac Bank	A-1+	365	22/09/2025	22/09/2026	4.02%	1,000,000	\$ 110.14	\$ 3,414.25	\$ 30,948.49
Westpac Bank	A-1+	365	11/10/2025	11/10/2026	4.14%	1,000,000	\$ 113.42	\$ 3,516.16	\$ 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		\$ 8,013.20
AMP			matured				\$ 58.90		\$ 8,246.00
AMP			matured				\$ 58.90		\$ 8,481.60
AMP			matured				\$ 58.90		\$ 8,658.30
AMP			matured				\$ 58.90		\$ 8,952.80
AMP			matured				\$ 117.81		\$ 17,789.31
AMP	A-2	187	28/08/2025	3/03/2026	4.10%	500,000	\$ 56.16	\$ 1,741.10	\$ 10,502.74
AMP	A-2	182	2/09/2025	3/03/2026	4.00%	500,000	\$ 54.79	\$ 1,698.63	\$ 9,917.81
AMP	A-2	182	15/10/2025	15/04/2026	4.00%	1,000,000	\$ 109.59	\$ 3,397.26	\$ 19,945.21
AMP	A-2	182	28/10/2025	28/04/2026	4.00%	500,000	\$ 54.79	\$ 1,698.63	\$ 9,972.60
AMP	A-2	182	7/11/2025	8/05/2026	4.00%	500,000	\$ 54.79	\$ 1,698.63	\$ 9,972.60
AMP	A-2	182	17/11/2025	18/05/2026	4.00%	500,000	\$ 54.79	\$ 1,698.63	\$ 9,972.60
AMP	A-2	181	21/11/2025	21/05/2026	4.00%	500,000	\$ 54.79	\$ 1,698.63	\$ 9,917.81
AMP	A-2	182	24/11/2025	25/05/2026	4.00%	500,000	\$ 54.79	\$ 1,698.63	\$ 9,972.60
AMP	A-2	182	1/12/2025	1/06/2026	4.00%	500,000	\$ 54.79	\$ 1,698.63	\$ 9,972.60
AMP	A-2	182	15/12/2025	15/06/2026	4.00%	1,000,000	\$ 109.59	\$ 3,397.26	\$ 19,945.21
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		\$ 15,719.40
NAB Bank			redeemed				\$ 172.60		\$ 20,539.40
NAB Bank			matured				\$ 115.07		\$ 10,356.30
NAB Bank			matured				\$ 112.33		\$ 16,849.50
NAB Bank			matured				\$ 57.53		\$ 6,885.24
NAB Bank			matured				\$ 56.85		\$ 8,822.00
NAB Bank			matured				\$ 113.70		\$ 13,871.40
NAB Bank			matured				\$ 55.48		\$ 6,657.60
NAB Bank			matured				\$ 55.48		\$ 6,657.60
NAB Bank			matured				\$ 110.96	\$ 2,552.08	\$ 16,644.00
NAB Bank	A-1+	182	1/09/2025	2/03/2026	4.05%	1,000,000	\$ 110.96	\$ 3,439.73	\$ 20,194.52
NAB Bank			matured				\$ 110.96		\$ 10,097.36
NAB Bank	A-1+	303	30/09/2025	30/07/2026	4.20%	1,000,000	\$ 115.07	\$ 3,567.12	\$ 31,528.77
NAB Bank	A-1+	365	27/10/2025	27/10/2026	4.10%	500,000	\$ 56.16	\$ 1,741.10	\$ 13,816.44
NAB Bank	A-1+	365	12/11/2025	12/11/2026	4.20%	1,000,000	\$ 115.07	\$ 3,567.12	\$ 26,465.75
NAB Bank	A-1+	365	27/11/2025	27/11/2026	4.20%	500,000	\$ 57.53	\$ 1,783.56	\$ 12,427.40
NAB Bank	A-1+	365	2/12/2025	2/12/2026	4.30%	1,000,000	\$ 117.81	\$ 3,652.05	\$ 28,391.78
NAB Bank	A-1+	274	3/12/2025	3/09/2026	4.25%	500,000	\$ 58.22	\$ 1,804.79	\$ 12,167.81
NAB Bank	A-1+	365	8/12/2025	8/12/2026	4.40%	1,000,000	\$ 120.55	\$ 3,736.99	\$ 24,591.78
NAB Bank	A-1+	365	17/12/2025	17/12/2026	4.45%	500,000	\$ 60.96	\$ 1,889.73	\$ 23,834.93
NAB Bank	A-1+	365	18/12/2025	18/12/2026	4.45%	500,000	\$ 60.96	\$ 1,889.73	\$ 11,826.03
NAB Bank			matured				\$ 121.92	\$ 2,316.48	\$ 3,779.52
NAB Bank	A-1+	336	19/01/2026	21/12/2026	4.50%	1,000,000	\$ 123.29	\$ 1,479.45	\$ 19,972.60
NAB Bank	A-1+	273	23/01/2026	23/10/2026	4.50%	1,000,000	\$ 123.29	\$ 986.30	\$ 19,479.45
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			matured				\$ 115.07	\$ 1,380.84	\$ 21,748.23
Bank of Queensland			matured				\$ 56.16	\$ 1,516.32	\$ 10,221.12
Bank of Queensland	A-2	182	25/08/2025	23/02/2026	4.05%	500,000	\$ 55.48	\$ 1,719.86	\$ 10,097.26
Bank of Queensland	A-2	180	28/08/2025	24/02/2026	4.10%	500,000	\$ 56.16	\$ 1,741.10	\$ 10,109.59
Bank of Queensland	A-2	182	15/09/2025	16/03/2026	4.15%	1,000,000	\$ 113.70	\$ 3,524.66	\$ 20,693.15
Bank of Queensland	A-2	182	22/09/2025	23/03/2026	4.10%	500,000	\$ 56.16	\$ 1,741.10	\$ 10,671.23
Bank of Queensland	A-2	182	29/09/2025	30/03/2026	4.20%	1,000,000	\$ 115.07	\$ 3,567.12	\$ 21,057.53
Bank of Queensland	A-2	182	7/10/2025	7/04/2026	4.20%	500,000	\$ 57.53	\$ 1,783.56	\$ 10,471.23
Bank of Queensland	A-2	182	20/10/2025	20/04/2026	4.05%	500,000	\$ 55.48	\$ 1,719.86	\$ 10,097.26
Bank of Queensland	A-2	182	12/01/2026	13/07/2026	4.45%	1,000,000	\$ 121.92	\$ 2,316.44	\$ 20,604.11
Bank of Queensland	A-2	181	27/01/2026	27/07/2026	4.50%	500,000	\$ 61.64	\$ 246.58	\$ 9,493.15
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		\$ 8,139.50
Commonwealth Bank			matured				\$ 57.67		\$ 6,920.40
Commonwealth Bank			matured				\$ 115.07		\$ 17,145.43
Commonwealth Bank			matured				\$ 55.89		\$ 6,818.58
Commonwealth Bank	A-1+	181	2/09/2025	2/03/2026	4.08%	1,500,000	\$ 167.67	\$ 5,197.81	\$ 30,348.49
Commonwealth Bank			matured				\$ 110.96	\$ 2,330.16	\$ 13,315.20
Commonwealth Bank			matured				\$ 110.68	\$ 2,434.96	\$ 13,281.60
Commonwealth Bank	A-1+	120	23/10/2025	20/02/2026	4.04%	1,000,000	\$ 110.68	\$ 3,431.23	\$ 13,282.19
Commonwealth Bank	A-1+	273	3/11/2025	3/08/2026	4.21%	1,000,000	\$ 115.34	\$ 3,575.62	\$ 27,566.85
Commonwealth Bank	A-1+	210	11/11/2025	9/06/2026	4.22%	500,000	\$ 57.81	\$ 1,792.05	\$ 12,139.73
Commonwealth Bank	A-1+	365	23/12/2025	23/12/2026	4.55%	1,000,000	\$ 124.66	\$ 3,864.38	\$ 31,538.36
Commonwealth Bank	A-1+	331	29/12/2025	25/11/2026	4.51%	500,000	\$ 61.78	\$ 1,915.21	\$ 11,305.89
Commonwealth Bank	A-1+	365	21/01/2026	21/01/2027	4.55%	1,000,000	\$ 124.66	\$ 1,246.58	\$ 19,945.21
Commonwealth Bank	A-1+	365	22/01/2026	22/01/2027	4.55%	1,000,000	\$ 124.66	\$ 1,121.92	\$ 19,820.55
Total Term Deposits					Avg Rate 4.20%	\$ 31,000,000		\$ 109,930.02	\$ 1,198,310.36
Total At Call Accounts						\$ 12,341		\$ *	\$ 19.12
Total as at 31 January 2026						\$ 31,012,341		\$ 109,930.02	\$ 1,198,329.48

* 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 31 January 2026 (\$778,353) 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 31 January 2026:

Financial Institutions	Ratings	Composition %	Amount ('000)
Westpac	A-1+	6.50	2,012
AMP	A-2	19.35	6,000
CBA	A-1+	24.18	7,500
BOQ	A-2	19.35	6,000
NAB	A-1+	30.62	9,500
Total		100.00	31,012

Council is compliant with the Investment Policy.

The table below details the balances of external and internal restrictions as at, 31 January 2026.

The table also details the balance of unrestricted cash investments as at, 31 January 2026:

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
Total External Restrictions	<u>\$ 10,642,104.00</u>

Internal Restrictions

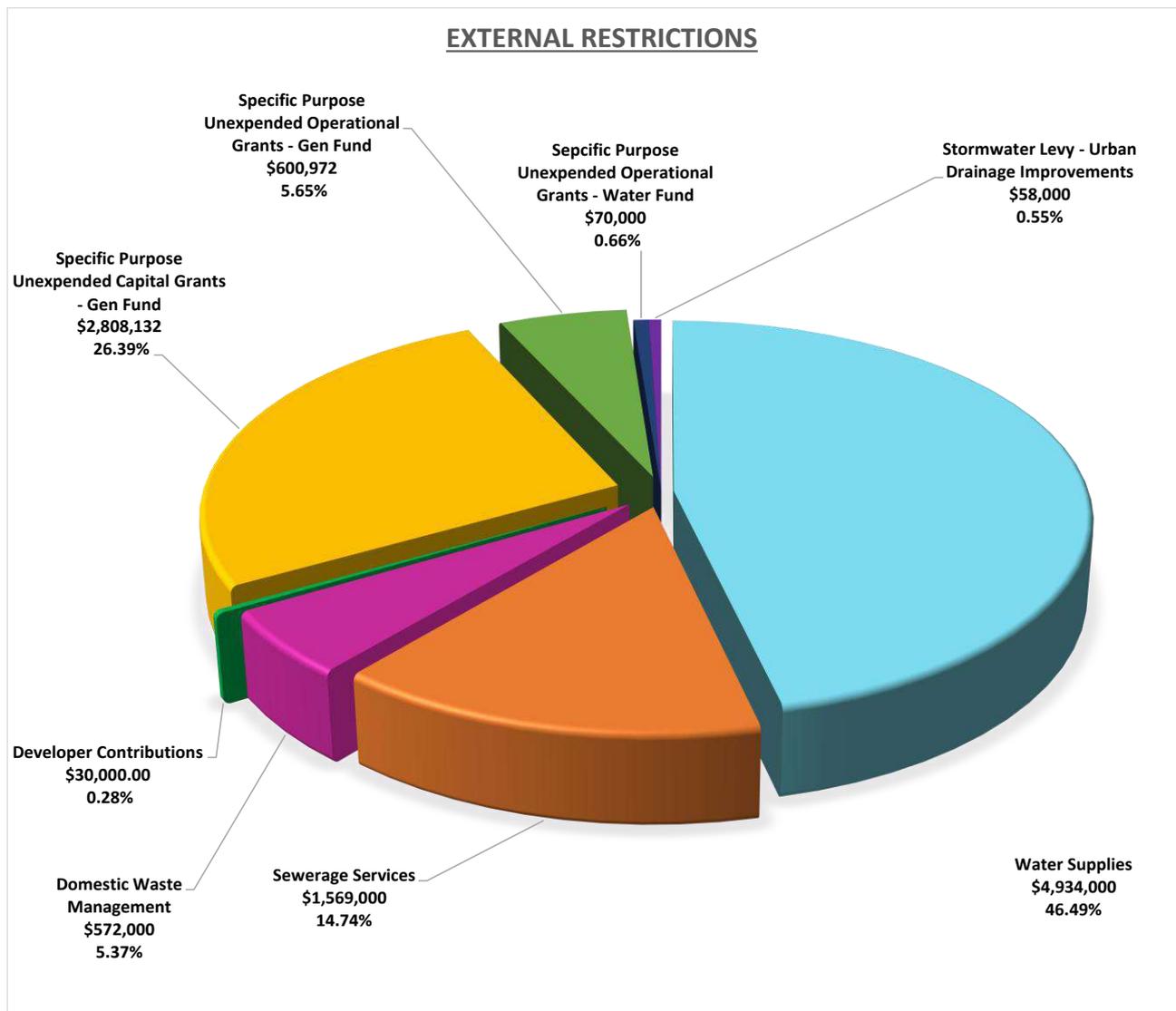
Plant and Vehicle replacement	\$ 1,954,547.32
Infrastructure replacement	\$ 1,474,399.51
Employee Leave Entitlements	\$ 311,439.76
Caravan Park	\$ 553,250.72
Gravel pits rehabilitation	\$ 242,200.34
Hostel bonds	\$ 1,830,299.51
Self Care Unit bonds	\$ 300,000.00
Self Care Unit Maintenance	\$ 16,165.83
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
Total Internal Restrictions	<u>\$ 14,078,529.41</u>

Total Restrictions	<u>\$ 24,720,633.41</u>
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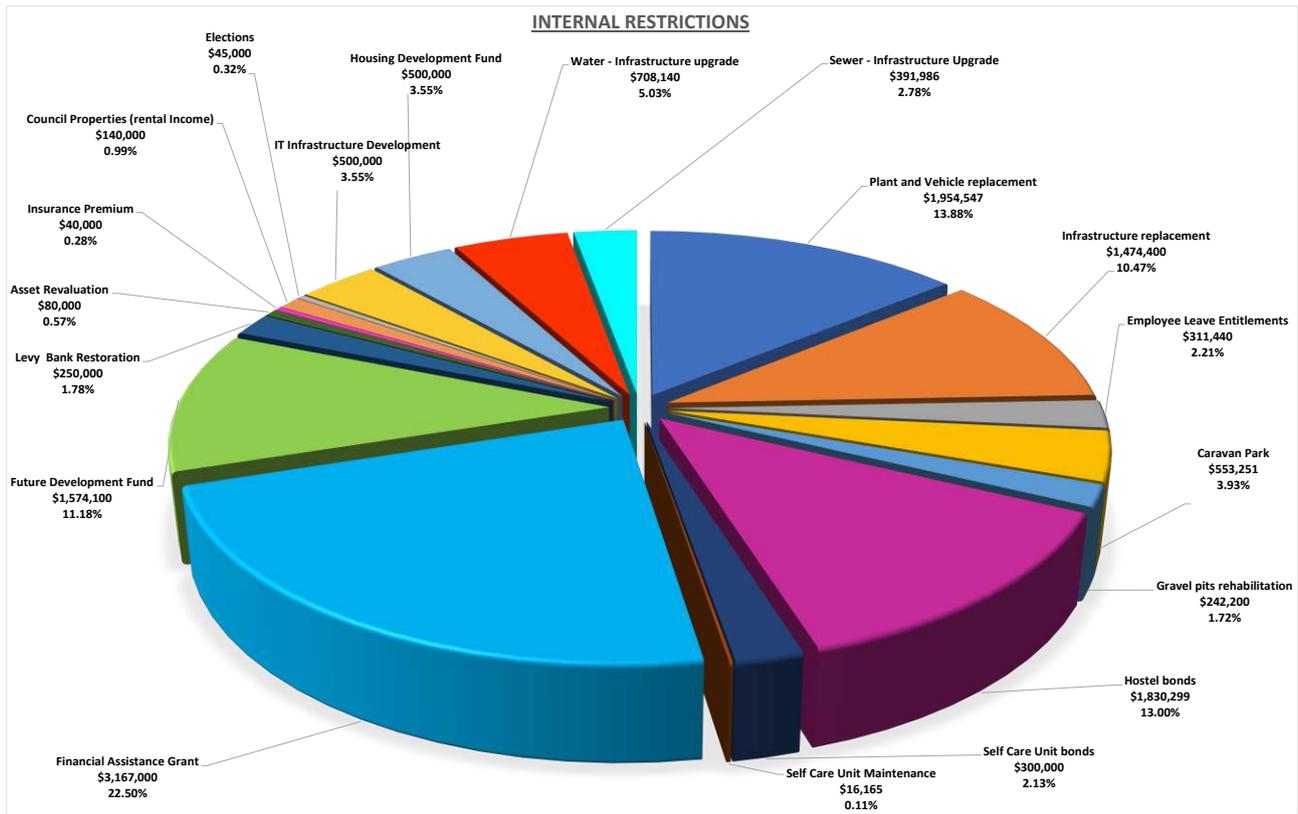
Unrestricted Cash Investments

Total Cash and Investments	<u>\$ 8,205,313.59</u>
	<u>\$ 32,925,947.00</u>

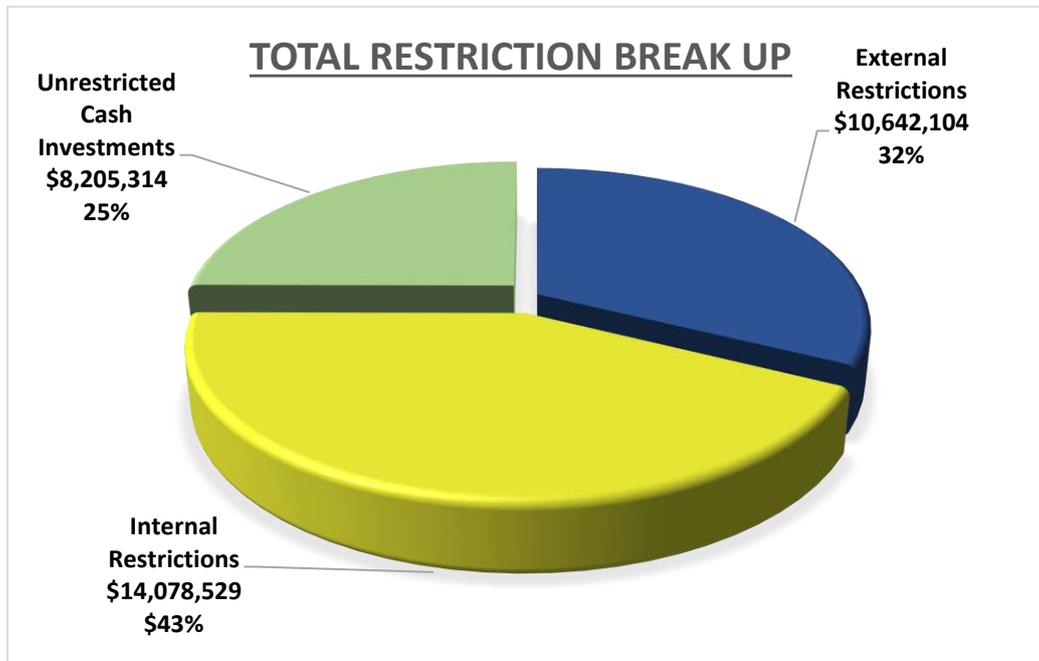
The chart below details the breakup of External Restrictions, detailing dollar value and percentage of each restriction as at 31 January 2026:



The chart below details the breakup of Internal Restrictions, detailing dollar value and percentage of each restriction as at 31 January 2026:



The chart below details an overall view of restricted cash as at 31 January 2026:



SUMMARY

Council currently holds \$32,925,947 in Cash and Investments. The average interest rate for January 2026 is 4.20%. The average interest rate has increased since last month which was 4.15%.

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

6 February 2026

2. Bank Reconciliation as at 31 January 2026

The bank reconciliation on the Westpac cash account, or operating account, has been reconciled as at, 31 January 2026 and is detailed below:

Opening Cashbook Balance	2,078,297
Plus Receipts	1,344,079
Less Payments	(1,508,770)
Cashbook Balance at 31 January 2026	1,913,607

Statement Summary	
Opening Statement Balance	2,081,668
Plus Receipts	1,343,956
Less Payments	(1,508,770)
Bank Statement Balance at 31 January 2026	1,916,854
Plus Unpresented Receipts	1,188
Less Unpresented Payments	(4,436)
Reconciliation Balance at 31 January 2026	1,913,607

E. Mendes

Responsible Accounting Officer

6 February 2026

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

11.2 REPORT OF FINANCIAL INFORMATION

File Number:	D26.119844
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.

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, 31 January 2026:

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, 31 January 2026.

REPORT**BIDGEE HAVEN HOSTEL**

- **Current Status:** Deficit
 - Salaries are over the monthly expected budget, partly due to holiday period over Christmas. Immediate action is being taken to 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:**

- Priority grant received \$20K less than anticipated.
- **Performance:**
 - Income is below budget due to the grant payment.
 - Expenditure is in line with the budget.

CARAVAN PARK

- **Current Status:** Surplus.
- **Key Factors:**
 - Focused efforts on controlling expenditures.
 - Staffing expenses increased due to unforeseen situation
 - 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

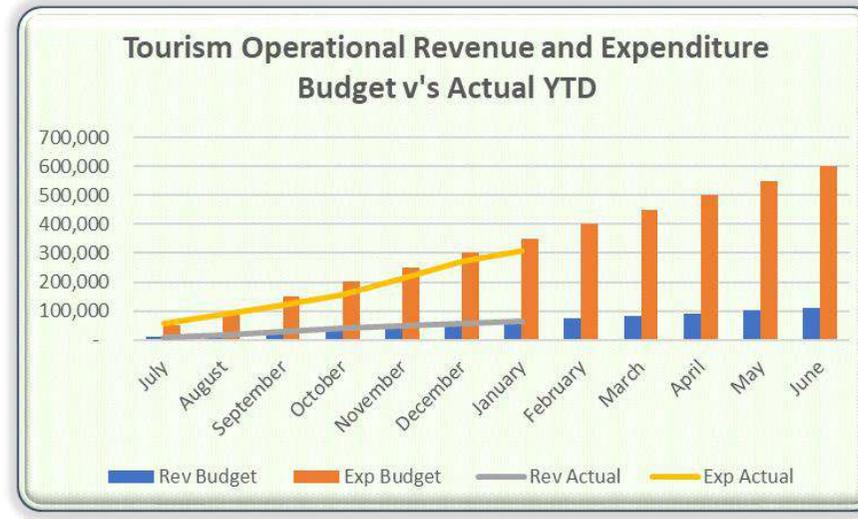
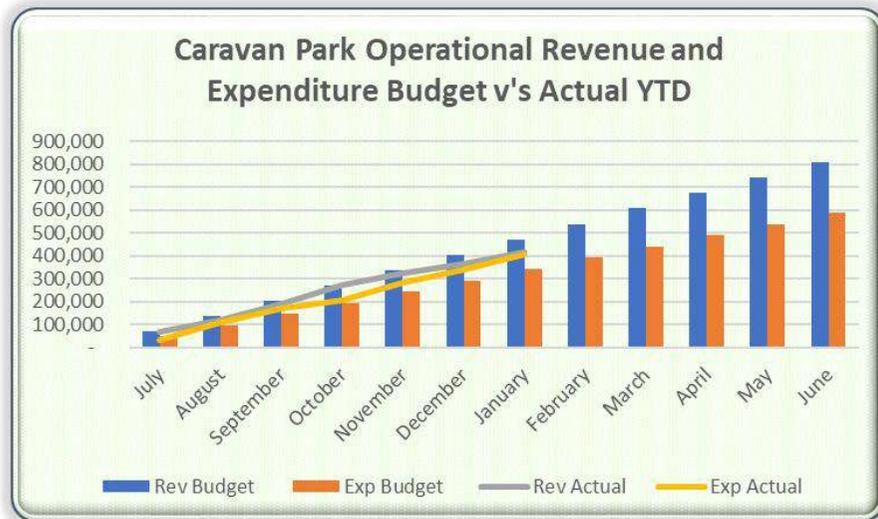
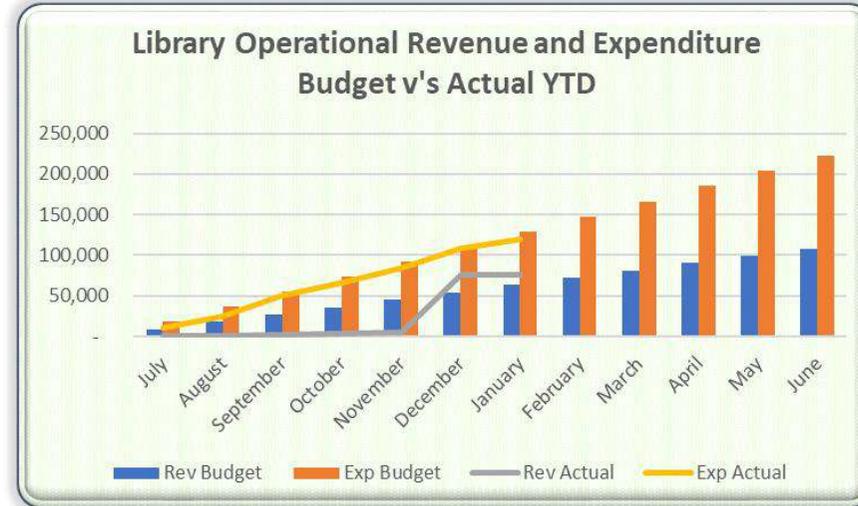
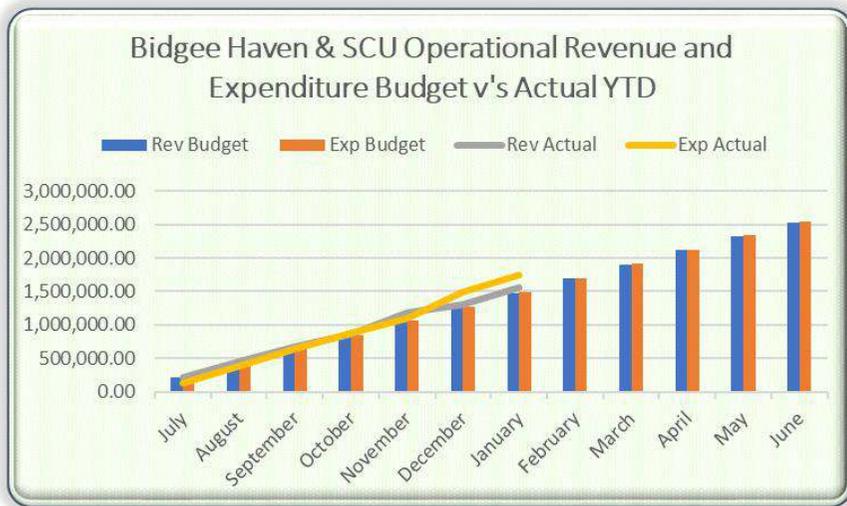
- **Current Status:** Deficit.
- **Performance:**
 - Both revenue and expenditure are aligned with budget expectations.

Bidgee Haven Revenue/Expenditure 31 January 2026				
Description	Actual 31 Jan 2026	Budget 31 Jan 2026	Original Budget	% Budget received/spent
INCOME				
Resident Accommodation Fees	47,912	12,947	22,194	216%
Resident Care Basic Daily Fees	172,805	123,813	212,250	81%
Respite Care Fees	22,072	-	-	
Resident Care Subsidy (Cw lth)	877,688	875,000	1,500,000	59%
R/N Supplement (Cw lth)	366,406	396,667	680,000	54%
Interest on Investments	49,583	49,583	85,000	58%
	1,536,465	1,458,009	2,499,444	
EXPENDITURE				
Hostel Salaries	1,497,161	1,224,226	2,098,673	71%
Hostel Travelling Expenses	-	1,458	2,500	0%
Hostel Training Expenses	5,323	4,667	8,000	67%
Hostel Recruitment Expenses	-	5,833	10,000	0%
RAD Interest Return	-	583	1,000	0%
Hostel Electricity Charges	29,297	29,167	50,000	59%
Gas Expenses	-	583	1,000	0%
Hostel Telephone Charges	3,698	2,625	4,500	82%
Hostel Rates & Charges	6,790	4,200	7,200	94%
Hostel Advertising Expenses	-	583	1,000	0%
Hostel Printing & Stationery	1,457	1,458	2,500	58%
Hostel General Expenses	1,288	1,458	2,500	52%
Hostel Vehicle Expenses	5,833	5,833	10,000	58%
Hostel IT & Office Equipment Exps	300	583	1,000	30%
Hostel Maintenance & Repairs	22,111	35,000	60,000	37%
Hostel Cleaning Expenses	8,010	8,750	15,000	53%
Hostel Subs & Membership Fees	16,597	4,958	8,500	195%
Hostel Audit Fees	5,360	3,208	5,500	97%
Hostel - Activities Officer	-	4,667	8,000	0%
Hostel - Medical Supplies	5,753	4,375	7,500	77%
Hostel Chemist Expenses	3,036	7,583	13,000	23%
Hostel Food Supplies	29,911	32,083	55,000	54%
Contribution of Administration	55,376	55,376	94,930	58%
Depreciation	34,417	34,417	59,000	58%
Hostel-Physio	-	9,917	17,000	0%
	1,731,720	1,483,593	2,543,303	
Surplus/Deficit	(195,255)	(25,584)	(43,859)	
Self Contained Units Revenue/Expenditure 31 January 2026				
Description	Actual 31 Dec 2025	Budget 31 Dec 2025	Original Budget	% Budget received/spent
INCOME				
SC Untis Lease Rental	13,639.89	20,416.67	35,000.00	39%
	13,639.89	20,416.67	35,000.00	
EXPENDITURE				
SC Units Electricity Charges	34.35	1,750.00	3,000.00	1%
SC Units Rates & Charges	6,596.37	4,083.33	7,000.00	94%
SC Units Maintenance & Repairs	3,056.69	2,916.67	5,000.00	61%
SCU Insurance	-	875.00	1,500.00	0%
	9,687.41	9,625.00	16,500.00	
Surplus/Deficit	3,952	10,792	18,500	

Library Revenue/Expenditure 31 January 2026				
Description	Actual 31 January 2026	Budget 31 January 2026	Original Budget	% Budget received/spent
INCOME				
Library Hire Fees	5,009	4,083	7,000	72%
Library Sundry Sales	426	700	1,200	36%
Library Per Capita Subsidy	51,206	30,625	52,500	98%
Grants - Other Library Services	19,690	27,708	47,500	41%
	76,331	63,117	108,200	
EXPENDITURE				
Library Salaries	52,393	52,500	90,000	58%
Library Training Expenses	1,106	2,450	4,200	26%
Library Conference Expenses	5,564	2,217	3,800	146%
Library Electricity Charges	3,844	4,550	7,800	49%
Library Telephone Charges	3,265	1,867	3,200	102%
Library Rates & Charges	2,539	1,517	2,600	98%
Library Printing & Stationery	287	292	500	57%
Library General Expenses	-	583	1,000	0%
Library Maintenance & Repairs	3,449	5,250	9,000	38%
Library Cleaning Expenses	468	2,625	4,500	10%
Library Security Expenses	356	583	1,000	36%
Library Subs & Membership Fees	1,734	2,508	4,300	40%
Library Purchase of Periodicals	3,872	4,083	7,000	55%
Library Website & Internet Services	-	2,333	4,000	0%
Grant Expenditure (Non Capital)	2,479	7,000	12,000	21%
Contribution to Administration	9,783	9,783	16,770	58%
Library Buildings Depreciation	29,315	29,315	50,255	58%
	120,455	129,456	221,925	
Surplus/Deficit	(44,124)	(66,340)	(113,725)	

Caravan Park Revenue/Expenditure 31 January 2026				
Description	Actual 31 January 2026	Budget 31 January 2026	Original Budget	% Budget received/spent
INCOME				
Caravan Park Fees	409,944	466,667	800,000	51%
Washing Machine Takings	2,857	2,917	5,000	57%
Caravan Park Sundry Sales	923	1,750	3,000	31%
	413,724	471,333	808,000	
EXPENDITURE				
Caravan Park Salaries	196,735	145,833	250,000	79%
Caravan Park Bank Fees & Charges	3,375	3,792	6,500	52%
Caravan Park Electricity Charges	46,371	53,667	92,000	50%
Caravan Park Telephone Charges	3,494	1,750	3,000	116%
Caravan Park Rates & Charges	28,981	15,167	26,000	111%
Caravan Park General Expenses	16,430	15,167	26,000	63%
Caravan Park Maintenance & Repairs	30,117	26,250	45,000	67%
Caravan Park Cleaning Expenses	4,162	5,250	9,000	46%
Caravan Park Software Licence Charges	4,686	4,667	8,000	59%
Administration Fees	35,000	35,000	60,000	58%
Caravan Park Depreciation	35,000	35,000	60,000	58%
	404,350	341,542	585,500	
Surplus/Deficit	9,374	129,792	222,500	

Tourism Revenue/Expenditure 31 January 2026				
Description	Actual 31 January 2026	Budget 31 January 2026	Original Budget	% Budget received/spent
INCOME				
Tourism Fees	-	292	500	0%
Tourism Donations	1,476	2,333	4,000	37%
Visitor Centre Cafe Lease Rental	20,785	12,250	21,000	99%
Outback Adventure Commissions	105	15	25	418%
Other Tourism Commissions	236	44	75	314%
Souvenir Sales	39,929	41,125	70,500	57%
Refreshment Sales	63	292	500	13%
Yanga Guide Sales	926	1,167	2,000	46%
Tourism Sundry Income	-	583	1,000	0%
	63,520	58,100	99,600	
EXPENDITURE				
Tourism Salaries	109,236	107,917	185,000	59%
Tourism Staff Uniforms	-	233	400	0%
Tourism Travelling Expenses	2,152	3,500	6,000	36%
Tourism Training Expenses	-	1,458	2,500	0%
Bank Fees & Charges	149	700	1,200	12%
Interest Expense	14,786	16,811	28,819	51%
Tourism Electricity Charges	11,593	23,333	40,000	29%
Tourism Telephone Charges	2,099	1,167	2,000	105%
Tourism Rates & Charges	6,195	3,617	6,200	100%
Tourism Advertising Expenses	8,031	29,167	50,000	16%
Tourism Printing & Stationery	1,947	2,042	3,500	56%
Tourism Postage Charges	8	292	500	2%
Tourism General Expenses	1,037	1,167	2,000	52%
Tourism Maintenance & Repairs	34,281	5,833	10,000	343%
Tourism Cleaning Expenses	-	4,083	7,000	0%
Tourism Security Expenses	294	408	700	42%
Tourism Subs & Membership Fees	800	2,333	4,000	20%
Tourism Software Licence Charges	-	2,917	5,000	0%
Tourism Website & Internet Services	-	1,458	2,500	0%
Tourism Merchandise & Souvenirs Exp	28,115	29,167	50,000	56%
Events & Marketing Expenses	7,717	11,667	20,000	39%
Contribution to Administration	47,851	47,851	82,030	58%
Contribution to SW Arts	-	3,500	6,000	0%
Depreciation	31,500	31,500	54,000	58%
	307,791	332,120	569,349	
Surplus/Deficit	(244,271)	(274,020)	(469,749)	



FINANCIAL IMPLICATION

Nil

LEGISLATIVE IMPLICATION

Nil

POLICY IMPLICATION

Nil

RISK RATING

Low

ATTACHMENTS

Nil

11.3 OUTSTANDING RATES AND USAGE CHARGES AS AT 31 JANUARY 2026

File Number: D26.119108
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 31 January 2026.

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 31 January 2026.

	Balance Outstanding January 2026
Rates & Charges	\$2,608,932.17
Water & Sewer Usage Charges	\$512,581.31
TOTAL	<u>\$3,121,513.48</u>

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 31 January 2026.

The 2025/2026 Net Levy of \$6,468,229.77 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 36.47 % (38.94% as at 30 November 2025) of the total receivable as at 31 January 2026.

The balance outstanding for water and sewer usage charges is 57.76 % (32.92% as at 30 November 25) of the total receivable as at 31 January 2026. please note the increase is due to water bills being issued at the end of January.

Balranald Shire Council - Statement of Rates and Charges									
As at 31-Jan-26									
Income Category	Arrears	2025/26 Net Levy	Total Receivable	Amount Collected as at	Collection as a % of Total Receivable	Total Balance Due	Total Balance Due as a % of Total Receivable	Net Arrears a % of Net Levy	
	30 June 2025			31 January 2026				31-Jan-26	
General Fund Rates incl Interest / Legal charges	\$460,720.39	\$4,003,172.64	\$4,463,893.03	\$2,911,424.48	65.22%	\$1,552,468.55	34.78%	10.63%	
Waste Management Charges	\$49,024.98	\$570,493.08	\$619,518.06	\$371,355.96	59.94%	\$248,162.10	40.06%	7.71%	
Stormwater Levy Charges	\$2,483.33	\$19,614.71	\$22,098.04	\$12,361.85	55.94%	\$9,736.19	44.06%	11.05%	
Water Fund - Access Charges	\$96,463.61	\$1,033,580.61	\$1,130,044.22	\$683,682.57	60.50%	\$446,361.65	39.50%	8.42%	
Sewerage Fund - Annual Charges	\$76,986.99	\$841,368.73	\$918,355.72	\$566,152.04	61.65%	\$352,203.68	38.35%	8.30%	
Subtotal	\$685,679.30	\$6,468,229.77	\$7,153,909.07	\$4,544,976.90	63.53%	\$2,608,932.17	36.47%	10.60%	
Water Fund - Consumption Charges	\$138,712.47	\$715,488.41	\$854,200.88	\$355,757.05	41.65%	\$498,443.83	58.35%	16.12%	
Sewerage Fund - Usage Charges Non Residential	\$8,526.13	\$24,753.79	\$33,279.92	\$19,142.44	57.52%	\$14,137.48	42.48%	29.96%	
Subtotal	\$147,238.60	\$740,242.20	\$887,480.80	\$374,899.49	42.24%	\$512,581.31	57.76%	16.58%	
	\$832,917.90	\$7,208,471.97	\$8,041,389.87	\$4,919,876.39	61.18%	\$3,121,513.48	38.82%	10.42%	
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 as at 31 January 2026					
366+ DAYS	181-365 DAYS	31-180 DAYS	1-30 DAYS	CURRENT	
ARREARS	ARREARS	ARREARS	ARREARS	NOT DUE	TOTAL
\$327,044.73	\$163,765.87	\$380,569.47	\$8,530.52	\$2,242,770.39	\$3,122,680.98

FINANCIAL IMPLICATIONS

Nil.

LEGISLATIVE IMPLICATIONS

NSW LOCAL GOVERNMENT ACT (1993) AND ASSOCIATED REGULATIONS AND GUIDELINES.

POLICY IMPLICATIONS

Nil.

RISK RATING

Low.

ATTACHMENTS

Nil

11.4 OUTSTANDING DEBTORS AS AT 31 JANUARY 2026

File Number:	D25.118325
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 31 January 2026.

OFFICER RECOMMENDATION

That Council note the report.

REPORT

The table below details the total amount of outstanding debtors as at 31 January 2026. As can be seen from the table below, there are Forty-one (41) accounts that make up the debtors' balance of \$701,758.

There are twelve (12) accounts, one (1) grant funding debtor and one (1) Road Maintenance Contribution debtor that make up the current debtors' balance of \$227,339.

There are eight (8) debtors and one grant funding debtor that make up the thirty (30) day debtors' amount of \$83,159.

There are three (3) accounts that make up the sixty (60) days debtors' amount of \$5,232.

Finally, there are fourteen (14) accounts, and one grant funding debtor that make up the ninety (90) day debtors' amount of \$386,028.

Number of Accounts	Current	30 days	60 days	90 days	TOTALS
12	\$11,732				\$11,732
8		\$24,003			\$24,003
3			\$5,232		\$5,232
14				\$69,453	\$69,453
Grant funding 3	\$25,097	\$59,156		\$316,575	\$400,828
Road Maintenance Contribution 1	\$190,510				\$190,510
TOTALS	<u>\$227,339</u>	<u>\$83,159</u>	<u>\$5,232</u>	<u>\$386,028</u>	<u>\$701,758</u>

The balance of the outstanding debtors as of 30 November 2025 was \$441,909 There has therefore been an increase of \$259,849 in outstanding debtors over the past two months.

Analysis of 90-day debtors

The 90-day debtors' balance is made up of the following significant amounts:

- \$6,090 – Debtor has a payment plan in place.
- \$17,160 – Debt collection in progress.
- \$25,846 – Debtor has entered into a long-term payment plan.
- 15,605 – Payment expected by end of Month.
- \$316,575 – Grant funding debtor, payment expected by end of month.

TOTAL \$381,276

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

11.5 PERFORMANCE IMPROVEMENT ORDER (2) - ITEM 7

File Number:	D26.119854
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.

PURPOSE OF REPORT

To inform Council of the actions taken in response to the OLG PIO (2) Item 7, which requires public notification of all Council resolutions, over the course of the PIO, which will have an impact on Council's LTFP.

OFFICER RECOMMENDATION

That Council note that, while all resolutions over the course of the PIO (2) impacting Council's LTFP, have already been previously identified through the QBR processes since the commencement of the PIO in September 2024, the listing of budget changes identified in this report will be separately made publicly available in compliance with PIO (2), Item 7.

That the report be received and noted.

REPORT**Background**

Council received the Office of Local Government's (OLG) Performance Improvement Order No.2 (PIO (2)), which was tabled at Council's Extraordinary Meeting held on 6 September 2024.

Action no. 7 required "a summary of all resolutions with financial implications that have impacted the Long-Term Financial Plan (LTFP) is to be provided. This should detail the nature and extent of those impacts over the course of the PIO. In line with the PIO's requirements, this report should be made publicly available to demonstrate the financial impact of Council decisions on the LTFP".

A review of all Meeting Minutes since 6 September 2024 has been undertaken, to list any decisions made by Council that resulted in changes to future Budget requirements (and therefore to the LTFP). There are only three (3) separate matters identified in the following table:

Item	Res. No.	Amount	Fund	LTFP Impact
Development of Housing Strategy.	2024/251 – 26 Nov 24	\$80,000	General Fund	Increase in future expenditure
Bidgee Haven Hostel – Increase in Salaries to meet new legislative requirements.	2025/24 – 18 Feb 25	\$353,000	General Fund	Increase in future expenditure
Change in scope of works for Integrated Water Cycle Management Strategy (IWCMS).	2025/24 – 18 Feb 25	\$38,500	Water Supply Fund	Increase in future expenditure

These particular resolutions have been cross-checked with the subsequent changes to the Budget through the regular Quarterly Budget Review (QBR) process since September 2024.

The above listing will now be placed on Council's website following adoption of this report, to meet the requirements of the PIO.

FINANCIAL IMPLICATION

As identified in the report.

LEGISLATIVE IMPLICATION

Compliance with PIO (s), issued pursuant to Sec 438A of the Local Government Act 1993.

POLICY IMPLICATION

NIL

RISK RATING

NIL

ATTACHMENTS

Nil

11.6 COUNCIL'S 2025-2029 DELIVERY PROGRAM PROGRESS REPORT

File Number:	D26.119778
Author(s):	Hodi Beauliv, Executive Manager: Community and Governance
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.

PURPOSE OF REPORT

This report provides an update on the implementation of Council's 2025-2029 Delivery Program since it was adopted in June 2025.

OFFICER RECOMMENDATION

That Council receive and note the report on the implementation of the 2025-2029 Delivery Program.

REPORT

This report provides a summary of progress against the 2025-2029 Delivery Program for the period 1 July 2025 to 31 December 2025.

A detailed 6-monthly Progress Report is attached for further information. The Progress Report is based on information provided by Executives and Managers across Council and reflects progress as at 31 December 2025.

Progress is summarised in the table below.

Table 1. Summary of progress

Themes	Still to commence	On Track	Minor Delay	Major Delay	Completed
Overall	81	148	2	0	2
Pillar 1 – Our Lifestyle	9	45	0	0	2
Pillar 2 – Our Community	27	13	0	0	0
Pillar 3 – Our Economy	23	32	0	0	0
Pillar 4 – Our Infrastructure	9	16	1	0	0
Pillar 5 – Our Environment	10	16	0	0	0
Pillar 6 – Our Council	3	26	1	0	0

Figure 1 below is a progress summary of Council’s overall performance as at 31 December 2025.

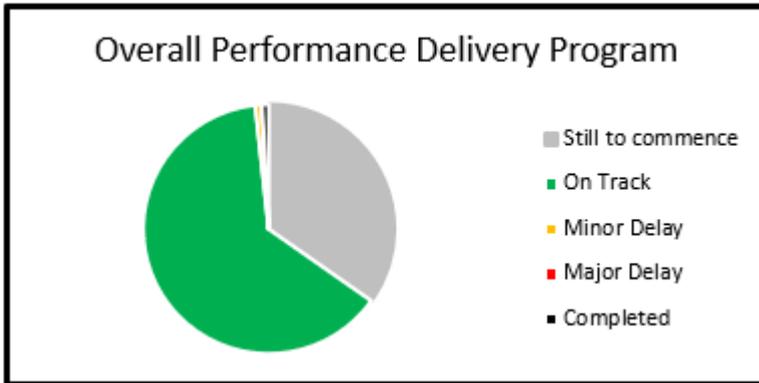


Figure 1. Overall performance progress.

Of the total 233 actions in the Delivery Program 2025–29, 81 (35%) of the actions are still to commence, 148 (64%) are in progress, 2 (1%) have had a minor delay and 2 (1%) are completed.

Pillar 1 – Our Lifestyle

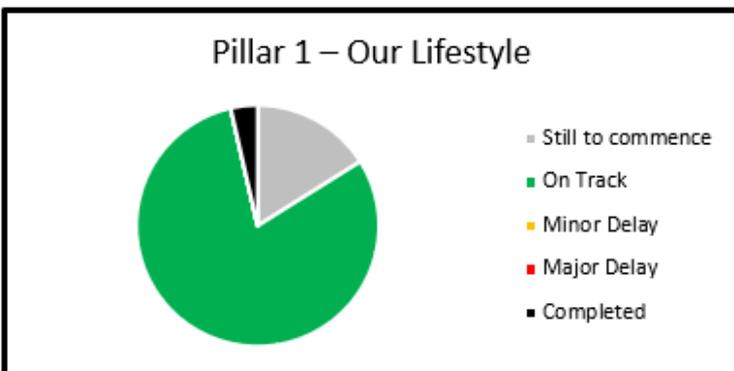


Figure 2. Pillar 1 progress

Of the 56 actions in Pillar 1 – Our Lifestyle of the Delivery Program 2025–29, 9 (16%) of the actions are still to commence, 45 (80%) are in progress, and 2 (4%) are completed.

Pillar 2 – Our Community

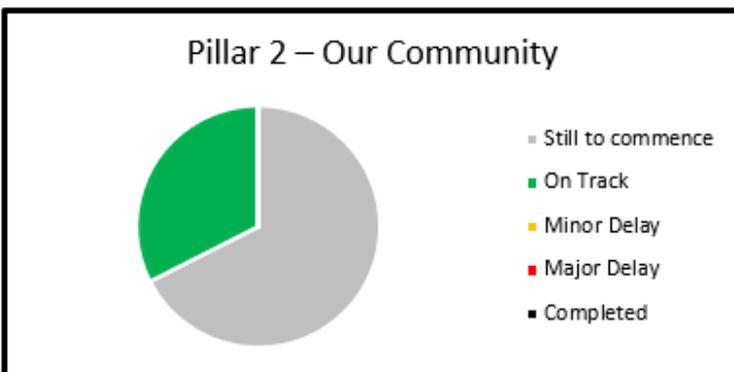


Figure 3. Pillar 2 progress

Of the 40 actions in Pillar 2 of the Delivery Program 2025–29, 27 (68%) of the actions are still to commence and 13 (33%) are in progress.

Pillar 3 – Our Economy

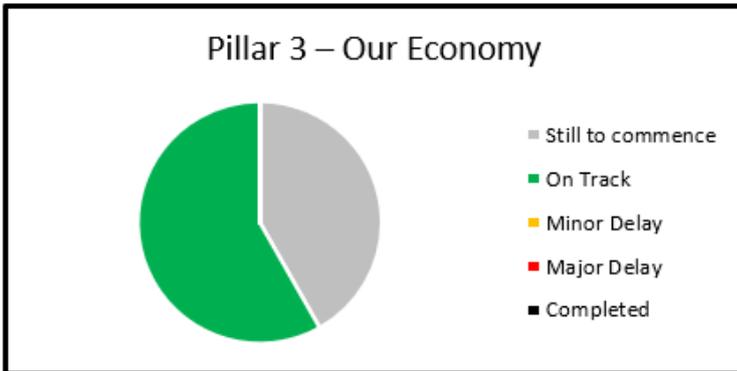


Figure 4. Pillar 3 progress

Of the 55 actions in Pillar 3 of the Delivery Program 2025–29, 23 (42%) of the actions are still to commence and 32 (58%) are in progress.

Pillar 4 – Our Infrastructure

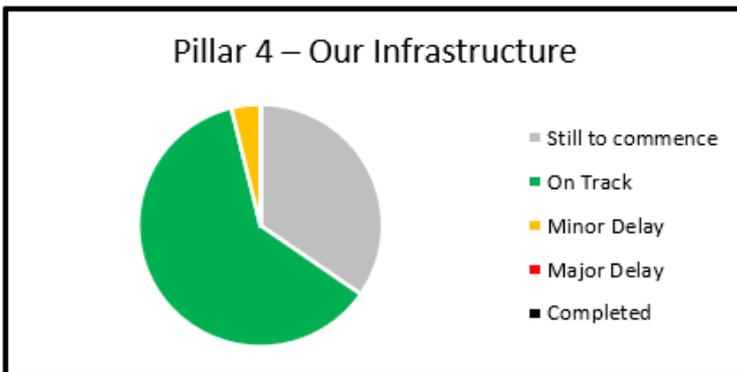


Figure 5. Pillar 4 progress

Of the 26 actions in Pillar 4 of the Delivery Program 2025–29, 9 (35%) of the actions are still to commence, 16 (62%) are in progress, 1 (4%) have had a minor delay.

Pillar 5 – Our Environment

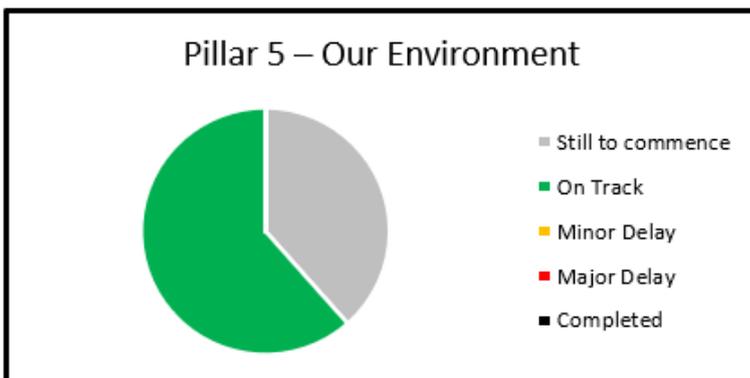


Figure 6. Pillar 5 progress

Of the 26 actions in Pillar 5 of the Delivery Program 2025–29, 10 (38%) of the actions are still to commence and 16 (62%) are in progress.

Pillar 6 – Our Council

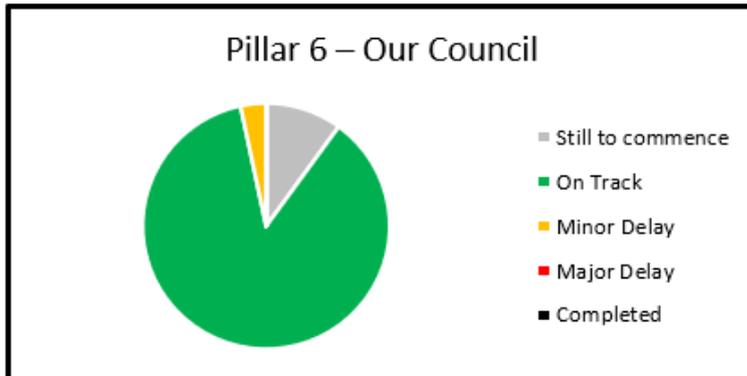


Figure 7. Pillar 6 progress

Of the 30 actions in Pillar 6 of the Delivery Program 2025–29, 3 (10%) of the actions are still to commence, 26 (87%) are in progress, 1 (3%) have had a minor delay.

Measures are reported annually and will be reflected in the next Six-Monthly Progress Report in July 2026.

FINANCIAL IMPLICATION

Actions from the 2025-2026 Operational Plan were included in the 2025-2026 Budget adopted by Council in June 2025. Funding to implement the Delivery Program is based on the Long-Term Financial Plan that was also adopted in June 2025.

LEGISLATIVE IMPLICATION

Section 406 of the *NSW Local Government Act (1993)* states that the regulations may make provisions with respect to the Integrated Planning and Reporting Guidelines to be complied with by councils.

Essential Element 4.9 of the Integrated Planning and Reporting Guidelines, requires the General Manager to ensure that progress reports are provided to Council with respect to the principal activities detailed in the Delivery Program at least every six months.

POLICY IMPLICATION

Nil

RISK RATING

Low - 6-monthly progress reports to Council provides an opportunity for Council to measure progress against the Delivery Program and ensures compliance with Integrated Planning and Reporting requirements.

ATTACHMENTS

1. **Delivery Program 2025-2029 - Progress Report - January 2026** [↓](#) 

Balranald Shire Council’s
DELIVERY PROGRAM
 2025 – 2029

Progress Report January 2026

● Major Delay ● Minor Delay ● On Track ● Completed ● Not commenced

PILLAR 1
Our Lifestyle



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

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
Objective 1.1 Create and maintain beautiful, safe, welcoming and accessible community spaces that enhance healthy living, active lifestyles and connection									
Strategy 1.1.1 Invest in place-making, streetscape and resident (prospective resident and visitor) amenity improvements (EDS, Action 3.4.2)									
1.1.1.1	Research and develop Streetscape Masterplans for Balranald and Euston (including an Irrigation Strategy)	EMCG Community Engagement DIPS Street Tree Management, Streetscape Maintenance	Funding secured Streetscape Masterplans developed Commence delivery Priority 1 recommendations		✓	✓	✓	Not due to commence until 2026/27 financial year	●
1.1.1.2	Review and implement Council’s Tree Policy (audits and planning)	EMCG Community Engagement DIPS Street Tree	Council’s Tree Policy reviewed Commence delivery	✓	✓			High level strategy commenced, to be completed by end of 2026/27 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
		Management, Parks & Reserves	Priority 1 recommendations						
1.1.1.3	Median strips Garreffa Parade, Euston to be undertaken in conjunction with the Garreffa Park development	EMCG Community Engagement DIPS Facilities Management, Streetscape Maintenance	Community Engagement	✓				To be completed by end of 2025/26 financial year	●
1.1.1.4	Town and Village entrance signage (connect to priorities / features identified in Strategy 1.2.1 and visitor amenity needs identified in Strategy 3.4.4)	EMCG Community Engagement DIPS Facilities Management, Streetscape Maintenance	A plan and design for Town and Village entrance signage is developed based on multiple stakeholder needs Funding secured Signs manufactured and installed		✓	✓		New Town entry signs for Euston and Balranald will be funded via the NSW Sustainable Communities Early Round grant	●
1.1.1.5	Town beautification and cleanliness continues as a priority of Council reflecting these as highly valued attributes by our communities	EMCG Community Engagement DIPS Facilities Management, Parks & Reserves, Streetscape Maintenance, Street Tree Management	Continue to work with Advisory Committees to prioritise and complete beautification activities Improvements in Community Satisfaction ratings specific to beautification and cleanliness	✓	✓	✓	✓	Town beautification strategies continue under the TED advisory committee from the previous Beautification Advisory Committee	●
Strategy 1.1.2 Continue to maintain and, where feasible, extend public places and spaces that support community to come together and participate in healthy, active and connected ways (including community halls, libraries, parks, playgrounds, recreative reserves, galleries, theatres, green spaces, and access to nature)									
1.1.2.1	Anderson Park, Euston Create a family friendly,	EMCG Community	New toilets planned	✓	✓			In progress	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	accessible space with amenities including shade, seating and toilets	Engagement DIPS Facilities Management, Parks & Reserves	Community engagement to inform Park priorities completed Park development including playground and amenities designed and costed Funding secured Build completed						
1.1.2.2	Playground Development Garreffa Place/Tayla Court, Euston	EMCG Community Engagement DIPS Facilities Management, Parks & Reserves	Community engagement to inform Park priorities completed Park development including playground and amenities designed and costed Funding secured Build completed		✓	✓		Not to be commenced until 2026/27 financial year	●
1.1.2.3	Riverwalk, Balranald extended (through Balranald Caravan Park funding applications, Strategy 3.4.3)	DIPS Transport Infrastructure Parks & Reserves	Extended Riverwalk design developed and costed Funding secured	✓	✓			The Balranald riverwalk remediation/upgrade project is currently in progress and is being funded under the AGRN 1034 Floods Grant	●
1.1.2.4	Bird trail, Balranald repaired and maintained	DIPS Transport Infrastructure Parks & Reserves	Asset assessment completed on Bird Trail Repair and maintenance budget developed Funding secured	✓	✓	✓		The Ben Scott Memorial Bird Trail remediation/upgrade project is currently in progress and is being funded under the AGRN 10134 Floods Grant	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
			Necessary works completed						
1.1.2.5	River Precinct, Kyalite Review and seek funding for the continued development of Kyalite community identified priorities	EMCG Community Engagement DIPS Facilities Management, Parks & Reserves	Kyalite River Precinct priorities identified by KPA Budget developed Funding secured Necessary works completed in a phased approach based on KPA priorities	✓	✓	✓	✓	Currently seeking funding for Kyalite's Water pump project. Council's Community Projects, Tourism/Economic Development & Grants Coordinator attends Kyalite Community Inc committee meetings to ensure Kyalite community priorities are addressed	●
1.1.2.6	Development of the Euston to Weir Trail	DIPS Transport Infrastructure, Parks & Reserves	Community engagement to inform Trail priorities completed Trail development including amenities designed and costed Funding secured Build completed		✓	✓	✓	Currently listed on EPAC's rolling Action Plan as an upcoming project. Funding will be sought in the 2026/27 financial year	●
1.1.2.7	Explore feasibility and funding streams for wet play areas (Splash Park) in Balranald and Euston (consider replacing pool in Balranald if funding available)	EMCG Community Engagement DIPS Assets/Facilities Management, Swimming pool	Community engagement to inform Splash Park priorities completed Splash Park development including amenities designed and costed Funding secured Build(s) completed	✓	✓	✓	✓	Listed on TED's Rolling Action Plan. Engagement to commence prior to the end of 2025/26 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
1.1.2.8	Across all public space and place developments ensure that accessibility and safety are key features. Seek input from community members with lived experience(including community members who are older, have a disability, specific access needs, young families, diverse cultural groups)	EMCG Community Engagement DIPS Assets/Facilities Management, Streetscape Maintenance, Public & Council Buildings	Key reference documents, such as the DIAP and RAP, are referred to for best practice in public space and place developments	✓	✓	✓	✓	All new infrastructure projects and/or infrastructure upgrade projects must meet "accessibility for all" criteria.	●
Strategy 1.1.3 Increase physical and social infrastructure to provide accessible, meaningful and safe ways for people of all abilities to participate in and contribute to our communities									
1.1.3.1	Footpath / lighting Court St ensuring secure pedestrian movement between Mandala Place and Market St, Balranald	DIPS Transport Infrastructure, Streetscape Maintenance	Cement footpaths and lighting completed along Court St, adjacent to Mandala Place providing sealed and fully lit access to CBD		✓	✓		Not scheduled to commence until the 2026/27 financial year	●
1.1.3.2	Lighting ensuring secure pedestrian movement between Bidgee Haven and Market St, Balranald	DIPS Transport Infrastructure, Streetscape Maintenance	Comprehensive lighting infrastructure installed	✓				Completed	●
1.1.3.3	Upgrade the Disability Parking Bays in Balranald Township (Market and Myall Streets) to meet standards	DIPS Transport Infrastructure,	Signage, road marking and ramp approaches completed	✓				Completed	●
1.1.3.4	Apply all ability and child friendly / child developmental lens to	DIPS Transport Infrastructure	Process developed to enable Purpose-Formed Advisory	✓	✓	✓	✓	All new infrastructure projects and/or infrastructure upgrade projects must meet	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	all municipal playgrounds, consider purpose formed parents' groups to inform decisions	EMCG Community Engagement	Groups for project specific / short term guidance					"accessibility for all" criteria. This was applied with the Balranald Lions Park upgrade project	
1.1.3.5	Refer to Strategy 2.3.1 DIAP development for specific recommendations regarding accessible, meaningful and safe participation of all of community	EMCG Community Engagement		✓	✓	✓	✓	Relevant community participation is sought for development projects. Additional community recommendations are provided via the SCAIWAC advisory committee	●
1.1.3.6	Upgrade of the NSW side of the Euston to Robinvale walking track	DIPS Transport Infrastructure, Parks & Reserves	Asset assessment completed on existing Euston to Robinvale walking track Repair and maintenance budget developed Funding secured Necessary works completed	✓	✓			The Euston to Robinvale riverwalk remediation/upgrade project is currently in progress and is being funded under the AGRN 1034 Floods Grant	●
1.1.3.7	Completion of walking track, Endeavour drive to Market St, Balranald	DIPS Transport Infrastructure, Parks & Reserves	Asset assessment completed on existing walking track, Endeavour drive to Market Street Repair and maintenance budget developed Funding secured Necessary works completed	✓	✓			Resubmitted variation request to funding body for new design following community consultation	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
1.1.3.8	Develop and maintain a Welcome Pack for newly arrived residents to the Balranald LGA	EMCG Community Engagement	Funding secured Welcome Pack researched and developed Number of packs distributed annually			✓	✓	Currently listed as an action under TED's Rolling Action Plan as an upcoming project. Not scheduled to commence until the 2027/28 financial year	●
Strategy 1.1.4 Understand the precursors to poor community safety and respond proactively for lasting resolution and all of community wellbeing									
1.1.4.1	CCTV strategy to encourage community perception of safety, CCTV would not be monitored, only used for evidential purposes if needed	DIPS Assets / Facilities Management, Streetscape Maintenance, Public & Council Buildings	High incidence vandalism data reviewed to determine CCTV locations Funding secured Purchase and installation completed Vandalism data monitored for impact		✓	✓	✓	Not scheduled to commence until 2026/27 financial year. CCTV solutions being investigated for the Discovery Centre precinct	●
1.1.4.2	Apply and advocate for funding / support for youth programs	EMCG Community Engagement, Community Services	Successful funding applications Number of youth activities and events held Youth specific programs delivered	✓	✓	✓	✓	This is an ongoing action. Funding is regularly sought and received for youth programs such as Youth Week and for afterschool and school holiday programs	●
1.1.4.3	Undertake an assessment of council spaces (Balranald and Euston) suitable for use by youth after hours on weekends (staffed by volunteers?), work with community to develop a strategy	EMCG Community Engagement, Community Services DIPS Assets / Facilities Management	Determine interest by community for a volunteer run youth space, if interest then Assessment of suitable Council owned spaces completed Delivery model	✓	✓	✓	✓	Community engagement to commence prior to end of 2025/26 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
			developed Funding secured Register of use by youth kept to inform value						
1.1.4.4	Drawing on Streetscape Masterplan (Strategy 1.1.1) plan to address spaces that are poorly lit, provide poor lines of sight, or feature uneven surfaces in high pedestrian areas	DIPS Streetscape Maintenance	Create list of medium – high use areas that are poorly lit, have poor lines of sight and / or uneven surfaces Priorities and address Perceptions of community safety improves Reduction in falls occurring on Council owned / maintained surfaces	✓	✓	✓	✓	Yet to commence, requires Tree Management Plan and Irrigation Strategy to be completed first	●
1.1.4.5	Understand and advocate for responses to family violence precursors across our LGA. Increase community awareness of the forms of family violence (coercive control) and local and regional supports and services	EMCG Community Engagement	Increased community awareness of the forms of family violence Increased local access to family violence supports and services Family violence related use of the BTAC service	✓	✓	✓	✓	Being addressed via the SCAIWAC committee and the relevant projects addressing family violence such as the BEAM (Balranald Emergency Accommodation Mode) initiative	●
1.1.4.6	Ensure all public health and safety standards are being met	DIPS Emergency Management,	Compliance with National Health and Medical	✓	✓	✓	✓	Ongoing activity by the planning department	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
		Food Inspections EMCG Risk Management	Research Council drinking water standards Food premises are inspected according to standards						
1.1.4.7	Council supports and promotes responsible pet ownership including through hot weather care campaigns, management of wandering animals and designated off leash areas	EMCG Community Engagement DIPS Animal Control	Number of animals detained wandering reduces as awareness increases Designated off leash areas are advertised through Council newsletter and social media	✓	✓	✓	✓	Ongoing activity by the planning department	●
1.1.4.8	Continue to support emergency services and first responders	DIPS Emergency Management	Local Emergency Management Committee obligations met	✓	✓	✓	✓	Ongoing activity via the Local Emergency Management Committee	●
Objective 1.2 Create events and platforms that celebrate our unique communities and entire municipality, building on pride and sense of place									
Strategy 1.2.1 Work with our communities to clearly identify and understand our unique attributes and their alignment across the region									
1.2.1.1	Undertake a simple community engagement process that supports community input into defining our unique attributes – use knowledge to guide Strategy 1.2.2	EMCG Community Engagement	Community engagement completed Additional insights taken from CSP and EDS Simple list of key community attributes for LGA town and villages compiled and referenced	✓				Council’s Community Engagement & Communication Strategy was endorsed in June 2025 and is the guide in undertaking community engagement initiatives	●
1.2.1.2	Actively seek funding and implement	EMCG Economic	Funding secured DMP priority areas	✓	✓	✓	✓	Council’s Destination Management Plan (DMP) has been on public exhibition and	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	recommendations of the Destination Management Plan as funding becomes available	Development, Community Engagement	implemented as possible					recommendations will be prioritised (via the plan's implementation plan) in alignment with Council's strategic objectives and resource capabilities	
1.2.1.3	Support public arts installations which reflect our sense of place and build pride. Initial projects identified as the Euston and Balranald Water Tower art. This could include night/light shows on towers	EMCG Economic Development, Community Engagement DIPS Asset Management, Facilities Management	Project Plan developed Funding secured Community engagement completed Design brief developed Artist / artwork agreed	✓	✓	✓	✓	Addressed via the DMP, EPAC's Rolling Action Plan and TED's Rolling Action Plan	●
Strategy 1.2.2 Partner to enhance existing and develop new events and platforms that celebrate our communities, building on pride and sense of place									
1.2.2.1	Continue to provide Council support (financial and in-kind) to key local events including the Euston Salami Festival and the Balranald Murrumbidgee Classic Fishing competition	EMCG Economic Development DIPS Facilities Management, Asset Management, Waste Management, Parks & Reserves	Festival attendance continues to grow (within in contextual parameters i.e. weather etc)	✓	✓	✓	✓	Council currently supports these events via the Tourism events budget allocation. Support is provided via marketing and promotional activities and paid advertising	●
1.2.2.2	Explore opportunities to join the music festival circuit (consider Big Sky, Sounds of Sand [Mungo] experiences)	EMCG Economic Development DIPS Facilities Management, Asset Management, Parks & Reserves	Funding secured DMP priority areas implemented as possible		✓	✓		Included in the new Destination Management Plan (DMP) adopted by Council in December 2025. Funding not scheduled to be sourced until the 2026/27 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
1.2.2.3	Continue to support the Australia Day celebration, recognising and embracing our diverse communities	EMCG Community Engagement	Funding secured DMP priority areas implemented as possible	✓	✓	✓	✓	Annual support and funding to Balranald & Euston events including the January 2026 events	●
1.2.2.4	Consider, as is feasible, the in-kind contributions of Council (including fee-free venues, rubbish collection and removal) to community events that are inclusive of all community and celebrate our unique features	EMCG Economic Development DIPS Waste Management	Council provides in-kind contributions to an agreed number of events across the LGA annually	✓	✓	✓	✓	Council provides ongoing support via donations and fee-free venue hire to not-for-profit organisations where appropriate	●
1.2.2.5	Support and encourage the attraction of major events to the Balranald LGA for locals to enjoy and to encourage visitors to the region	EMCG Economic Development DIPS Facilities Management, Asset Management, Parks & Reserves	?? events / performances attracted annually	✓	✓	✓	✓	Attraction strategies for events included in the new DMP adopted in December 2025. Work to secure events will now commence.	●
Objective 1.3 Improve local access to essential health and wellbeing services and programs – enabling residents to live, evolve and age well in our communities									
Strategy 1.3.1 Collaborate with key Council committees and external networks to comprehensively understand our strengths and challenges in service access and delivery									
1.3.1.1	Collaborate with external agencies and services to understand health and well-being service gaps	CEO EMCG Community Services, Economic Development, Community Engagement	Extend membership of SCAIW AC to represent all local services (inter-agency model) Service gaps document developed to support advocacy	✓	✓	✓	✓	EMCG has met with key stakeholders to establish a Local Health Collaboration Network including Bidgee Haven Hostel, Far West Local Health District, Maari Ma and the local GP. SCAIWAC also addressing this issue through Services Expo and Civic Reception for visiting health services	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
1.3.1.2	Seek comprehensive and current health and wellbeing data for our LGA from Western NSW PHN to support informed advocacy and respond to service gaps (based on health priorities)	CEO Councillors EMCG Community Services, Economic Development	LGA Health and Wellbeing Profile developed Advocacy brief developed from Profile to support Council / Councillor advocacy	✓	✓	✓	✓	Local Health Collaboration Network to commence better data planning and identification of service gaps. SCAIWAC also conducting ongoing research and collecting wellbeing data from their activities	●
1.3.1.3	Continue to support service networking opportunities such as the Annual SCAIWAC / Maari Ma Health and Wellbeing Services EXPO	EMCG Community Services, Economic Development	Annual SCAIWAC / MaariMa Health and Wellbeing Services EXPO	✓	✓	✓	✓	Annual SCAIWAC/Maari Ma Health & Wellbeing Expo was delivered in November 2025. A Council Civic function was also organised where key regional health and wellbeing agencies and stakeholders were invited and attended	●
Strategy 1.3.2 Advocate across all levels to achieve local level service access and delivery which reflects the needs of all members of our communities and upholds their rights respective to their regional and urban counterparts									
1.3.2.1	Drawing on Action 1.3.1.1 Council will continue to reflect the diversity of communities' aspirations and advocate regarding gaps – including where funded services are not delivering to agreed scope or scale	CEO Councillors EMCG Community Services, Economic Development	Service gaps document reviewed Assessment of gaps undertaken to determine highest priority gaps Advocacy regarding 2-3 high priority gaps annually 1-2 service gaps remedied annually	✓	✓	✓	✓	Service gaps assessment conducted via SCAIWAC and used to determine funding and advocacy requirements. Local Health Collaboration Network to review this assessment and identify potential solutions	●
1.3.2.2	Undertake further research to determine value to LGA moving into Riverina Local Health District, advocate accordingly	CEO Councillors EMCG Community Services, Economic Development	Informed decision made regarding the most beneficial Local Health District for Balranald Shire communities	✓	✓			Councillors have met with Helen Dalton MP. Issue also discussed at SCAIWAC. The main concerns are that Balranald is on the fringe of service delivery areas, so Balranald is one of the first communities impacted by funding cuts. The majority of health pathways in Balranald are also cross-border. The focus of advocacy should be	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
								on increasing health funding in NSW and improving cross-border pathways	
1.3.2.3	Understand the 'equitable return' of services to our communities as a reflection of the royalties being drawn from our regions	CEO Councillors EMCG Economic Development		✓	✓	✓	✓	Councillors and Executive Management ongoing advocacy. Regular meetings with Tronox and Iluka and other major renewable projects in the region to maximise community benefit.	●
1.3.2.4	Continue advocacy to NSW Health for the return of at least partial VMO (Visiting Medical Officer) rights to the Balranald Multi-Purpose Service acute and emergency departments	CEO Councillors EMCG Economic Development, Community Engagement	Partial VMO services are re-funded by NSW Health at the Balranald Multi-Purpose Service acute and emergency departments	✓	✓			Ongoing advocacy by Councillors, Executive Management and SCAIWAC committee	●
1.3.2.5	Explore the infrastructure and administrative support required to extend the Balranald Medical Centre practice to 1-2 day / week delivery into Euston	CEO Councillors DIPS Asset Management, Strategic Land Use Planning EMCG Economic Development, Community Engagement	Consult with community Determine suitable venue (current proposal for Recreation Reserve Hall) Seek quote for design and build Funding secured	✓	✓			Funding is currently being sought to establish a Services Hub in Euston, which would provide a suitable facility for the Doctor	●
Strategy 1.3.3 Council actively pursues funding streams enabling Council to provide health and wellbeing services identified as enduring service gaps in our communities (mental health is identified as the critical initial focus)									
1.3.3.1	Drawing on Actions 1.3.1.1 and 1.3.2.1 Council consider its role in the provision of identified key services –	CEO Councillors EMCG Economic Development,	Assessment of gaps undertaken to determine gaps which might be amenable to	✓	✓	✓	✓	Ongoing	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	where no outside provider can be secured, funding is available, and the service is self-sustaining. Any role assumed by Council in the health / wellbeing sector should focus on community capacity building and awareness raising	Community Services	Council provision Possible Council provided services gaps are further researched Only where feasible Council provision of the unmet service need						
1.3.3.2	Recognise Mental Health was a key service gap identified across all LGA communities and focus on solutions as a service priority – including the key role of connection, participation and creativity in good mental health	EMCG Community Engagement DIPS Asset Management, Streetscape Maintenance, Strategic Land Use Planning, Parks & Reserves, Facilities Management	Place-based Mental Health support delivery model researched and developed (note model currently being developed by SCAIWAC) Model delivered through SCAIWAC with ORG funding	✓	✓	✓	✓	Mental Health related projects and activities currently being developed via SCAIWAC and funds from the Office of Responsible Gambling grant. Projects included enrolment of 5 local students into a Mental Health Diploma qualification with TAFE	●
1.3.3.3	Council evolves its current aged care assets and services to meet the health and wellbeing needs of this growing cohort, with the intent of ensuring our residents can age well locally. Explore a transition plan which returns Bidgee Haven	EMCG Community Services, Community Engagement	Existing funding is used to increase the number of available beds at Bidgee Haven from 15 beds to XX beds	✓	✓	✓	✓	Ongoing. Council is currently planning the construction of extended facilities at Bidgee Haven	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	ownership to the community								
1.3.3.4	Drawing on skills audit actions (Objectives 3.5 and 3.6) Council actively advocates and recruits for key skills gaps in health and wellbeing services	CEO EMCG Economic Development, Human Resources	Key Essential worker shortages (Objectives 3.5 and 3.6) are documented and a list of highest priority workers developed Targeted strategies to attract the priority list of workers are developed and implemented Essential worker housing supply is increased (Strategy 4.2.1) 2-3 additional high priority workers attracted annually	✓	✓	✓	✓	Ongoing. Council recently applied for funding via the Local Jobs Program. Awaiting announcement of funding in early 2026.	●
1.3.3.5	Council supports the final development and distribution of SCAIWACs Health and Wellbeing Service Directory throughout the LGA communities	EMCG Community Engagement	LGA Service Directory completed, uploaded to website, printed and distributed	✓	✓			Wellbeing Service Directory has been and continues to be distributed	●
Strategy 1.3.4 Recognise and support the critical role of volunteer groups, events and activities in supporting community health and wellbeing including through connection, sport, art and culture									
1.3.4.1	Volunteer organisations using Council owned buildings AND Volunteer organisations in buildings not owned by	CFO Rates	Mailout to all volunteer groups who currently pay rates regarding process to have	✓	✓	✓	✓	Ongoing	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	Council are aware of the process for requesting rate donations		rates donated Increase in the number of volunteer groups achieving a rates donation annually						
1.3.4.2	Explore community interest in Volunteer Week activities to recognise volunteers (for example a luncheon), seek feedback from volunteers regarding the form of recognition they would value	EMCG Community Engagement	Determine funding available for a volunteer week activity / support Develop a list of possible activities / supports Each year conduct an online voting process enabling volunteer groups to select preferred activity /support	✓	✓	✓	✓	Activities to be planned for Volunteer Week 18-24 May 2026	●
1.3.4.3	Continue to support and promote the critical work of The Gallery, recognising the role of the arts in improved mental health (consider an Arts for All program which increases the reach of our arts programs, mobile delivery? Pop-Up arts events)	EMCG Community Engagement	Delivery 1-2 Arts for All programs across the LGA annually, providing outreach and access to arts programs for people less likely to participate	✓	✓	✓	✓	Ongoing. Gallery activities are regularly promoted via the Calendar of Events, newsletter and on the socials	●
Objective 1.4 Protect those lifestyle attributes our communities value – upholding community principles to balance and guide growth and development									
Strategy 1.4.1 Council understands and upholds our communities’ preferences regarding balanced growth and development, protecting our high value lifestyle attributes									
1.4.1.1	All Council Plans including the LEP must reflect the needs and aspirations of our	DIPS Strategic Land Use Planning EMCG	Summary document of community aspirations	✓	✓	✓	✓	Community aspirations from the EDS and CSP are supported via the Advisory Committees’ Rolling Action Plan	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	communities as gathered through recent engagement for the development of the Economic Development Strategy and Community Strategic Plan	Community Engagement, Economic Development (inc Tourism)	developed Summary used to guide and inform development decisions						
1.4.1.2	Guide sustainable, high quality development outcomes for the community through expert advice, transparent, efficient assessment, policy input and continuous improvement	DIPS Strategic Land Use Planning	Increase in Community Satisfaction with Council's development decisions	✓	✓	✓	✓	Ongoing	●
1.4.1.3	Proactively promote our highly valued lifestyle attributes for population attraction and growth	CEO DIPS EMCG	Lifestyle attributes are documented in LGA Prospectus (Strategy 3.3.2) Sustained population growth above projected increases (like rural communities)?	✓	✓	✓	✓	Ongoing	●

PILLAR 2

Our Community



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

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
Objective 2.1 Support our existing leaders and volunteers and grow our activism skills									
Strategy 2.1.1 Create a Volunteer Coordinator role within Council to offer practical, secretariat, and capacity building support to our volunteer groups									
2.1.1.1	Seek funding for a Volunteer Coordinator position within Council (ideally a local person) to support volunteer groups with grant applications, coordinated training, and to facilitate the collective impact / strategic alignment of their purpose and goals (consider FRRR IRCF model)	EMCG Economic Development (incl. Tourism)	Funding secured Volunteer Coordinator employed Number of successful grant applications annually Number of coordinated training events Attendance at training events		✓	✓	✓	Scheduled to commence in the 2026/27 financial year	●
2.1.1.2	Utilise and share as relevant advocacy	CEO Councillors	Review all Council advocacy briefs as	✓	✓	✓	✓	Advocacy activities by Council are distributed via media releases, Council newsletter and Council's socials	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	messages which draw on community feedback and key data – enabling our leaders and volunteers to provide clear and aligned media messaging (newsletter / radio etc) to meet our collective needs / aspirations (align to advocacy-based Strategies 1.3.1, 1.3.2, 2.2.1, 2.2.2, 4.3.1, 4.3.3, 6.4.2)	EMCG Economic Development (incl. Tourism), Community Engagement, Community Services DIPS Asset Management, Streetscape Maintenance	created through various CSP Strategies Circulate amongst Volunteers groups as relevant to the specific mandates Support with media promotion and awareness raising						
Strategy 2.1.2 Work with local schools and key organisations to develop and deliver a Volunteer Mentoring program									
2.1.2.1	Through the Volunteer Coordinator research volunteer mentoring models for children and youth	EMCG Economic Development (incl. Tourism), Community Engagement,	Research completed Draft recommendations presented to key stakeholders Volunteer Mentoring Model launch First 'intake' of child and youth volunteers commence		✓	✓	✓	Not due to commence until 2026/27 financial year	●
2.1.2.2	Through Council events, services and public spaces (such as parks and gardens) create safe and supported	EMCG Economic Development (incl. Tourism), Community Engagement	Identify simple, no-cost volunteering opportunities for school students Work with			✓	✓	Not due to commence until 2027/28 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	opportunities for schools to facilitate their student's participation in volunteering roles (with the added benefit of exposing young people to careers in Local Government)	DIPS Asset Management, Streetscape Maintenance, Natural resource management	schools to develop processes / policies to enable student participation Co-deliver XX student volunteering opportunities annually						
2.1.2.3	Ensure these efforts are recognised to encourage participation and pride, including locally through the Shire newsletter and at higher levels through awards programs	EMCG Community Engagement	Document and photograph volunteering activities Showcase XX activities annually			✓	✓	Not due to commence until 2027/28 financial year	●
Strategy 2.1.3 Work with employment services and key organisations to engage and support un- and under-employed community members in volunteering roles									
2.1.3.1	The Volunteer Coordinator works with employment agencies and disability services to create volunteering opportunities for adult community members who would benefit from increased participation, connection and employment skill learning	EMCG Human Resources, Work Health and Safety, Economic Development (incl. Tourism), Community Engagement	Local employment agencies and disability services are engaged Number of un- and under-employed community members engaged in volunteering opportunities			✓	✓	Not due to commence until 2027/28 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
2.1.3.2	Ensure these efforts are recognised to encourage participation and pride, including locally through the Shire newsletter and at higher levels through awards programs	EMCG Community Engagement	Document and photograph volunteering activities Showcase XX activities annually			✓	✓	Not due to commence until 2027/28 financial year	●
Strategy 2.1.4 We celebrate our community leaders, promoting their achievements at all levels. We create a culture that values and respects community leadership (EDS, Action 5.1.4)									
2.1.4.1	Continue to support the Australia Day celebration, recognising and embracing our diverse communities (from Strategy1.2.2)	EMCG Community Engagement	Annual Australia Day celebration is delivered across LGA communities	✓	✓	✓	✓	Ongoing annual event in both Balranald & Euston, successful events staged in Balranald & Euston in January 2026	●
2.1.4.2	Facilitate a 'Community Leader of the Month' profile within the Shire Newsletter where a community member is recognised and profiled (note each profile becomes an automatic entry in the Australia Day award ceremony)	EMCG Community Engagement	Process developed to support easy nomination of community leaders 11-12 Community Leader of the Month profiles published in BSC newsletter Certificate presented to each Community Leader of the Month		✓	✓	✓	Not due to commence until 2026/27 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
Objective 2.2 Nurture and support our families to thrive as the primary place of care and first educators of their children									
Strategy 2.2.1 Understand and advocate for the needs of all our families, so parents are connected and supported, and children are safe and thriving									
2.2.1.1	Building on Objective 1.3 understand services strengths and gaps specific to families with children aged 0-18 years	EMCG Library Services, Community Services Community Engagement	Review all service gaps research Document those gaps specific to children aged 0-18 years	✓	✓	✓	✓	Ongoing via the SCAIWAC committee initiatives	●
2.2.1.2	Understand the needs and aspirations of our LGA families with children aged 0-18 years	EMCG Library Services, Community Services, Community Engagement	Through research review and targeted research (i.e. families with children 0-18 yrs) understand the needs and aspirations of our families Summarise these understandings	✓	✓	✓	✓	Addressed via the SCAIWAC committee initiatives with local school representation and via the library's activities and initiatives and Early Learning centre	●
2.2.1.3	Combine community feedback with the evidence base regarding the importance of the early years to inform and develop strategic advocacy for our communities	Councillors EMCG Library Services, Community Services, Community Engagement	Review national evidence base, combine with local understanding and knowledge Set clear priorities to inform advocacy Create a child, youth and family advocacy document with key statistics and identified needs	✓	✓	✓	✓	Council has been active in advocating for Early Learning needs and gaps in our community	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
2.2.1.4	Continue to create and safeguard high quality and accessible public spaces where families can connect and be active (Strategies 1.1.2 – 1.1.4)	EMCG Library Services, Community Services, Community Engagement DIPS Strategic Land Use Planning, Public & Council Buildings, Swimming Pool, Parks & Reserves, Asset Management	Design a simple child and youth friendly Council survey about Council’s public spaces Implement every 2 years Document data trends, monitor and improve as needed	✓	✓	✓	✓	Ongoing. Council has been active in upgrading our public spaces across the LGA including the Lions Park upgrade and riverwalk trails	●
2.2.1.5	Recognise and safeguard the role of extended family and community to protecting and nurturing our children, explore models which facilitate support to our families for example ‘friends of families and children’	EMCG Library Services, Community Services, Community Engagement	From SCAIWACs Health and Wellbeing Service Directory (Strategy 1.3.3) increase community awareness of existing Family Support Services From Action 2.2.1.1 document service gaps regarding family support and advocate accordingly Creatively respond to enduring service gaps through pilot	✓	✓	✓	✓	Ongoing. SCAIWAC’s service directory has been distributed and support for the annual Health & Wellbeing Expo.	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
			programs, volunteer models						
Strategy 2.2.2 Our early years and early intervention services meet the needs of our children and families through a blend of delivery models									
2.2.2.1	Extending on Objective 1.3 (and Action 2.2.1.1) identify service strengths and gaps specific to the early years (0-5 years). Identify critical workforce gaps (Early Childhood Teachers)	EMCG Library Services, Community Services, Community Engagement	Refine previously documented gaps to children aged 0-5 years Identify service strengths and promote these to encourage uptake by families with children aged 0-5 years brary Services, Community Services, Community Engagement	✓	✓	✓	✓	Ongoing via the SCAIWAC committee initiatives	●
2.2.2.2	Extending on Strategy 1.3.1 – WNSWPHNs development of an LGA Health and Wellbeing profile further explore our early years data. Develop a baseline and clear improvement targets	EMCG Library Services, Community Services, Community Engagement	Refine WNSWPHNs LGA Health and Wellbeing profile with locally available Early Years data Select 3-4 key indicators to ‘track’ at the various data release periods to determine change	✓	✓	✓	✓	Ongoing via the SCAIWAC committee initiatives	●
2.2.2.3	Create clear advocacy documents which build on Actions 2.2.2.1 and 2.2.2.2	CEO Councillors EMCG Library Services, Community	Advocate based on knowledge, strengths and gaps identified through Actions	✓	✓	✓	✓	Ongoing via the SCAIWAC committee initiatives	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	(above) to secure the service needs of our early years' community. Consider alternative delivery models, pilot programs and partnerships with key services	Services, Community Engagement	2.2.2.1 and 2.2.2.2 Seek Department and Service partnerships based on the opportunity for delivery models in thin / remote markets						
Strategy 2.2.3 Across our municipality Childhood Education and Care services (childcare, Outside School Hours Care, preschool and school) are available at the required scale and highest levels of quality									
2.2.3.1	Advocate to Federal Government (childcare and Outside School Hours Care) and State Government (preschool) for adequate support to our communities to ensure gender equity and school readiness, including delivery models for remote communities such as Clare	CEO EMCG Economic Development (incl. Tourism), Community Engagement	Document current workforce shortages across each education service Collate and develop summary Explore delivery models which support access in rural and remote communities Advocate for pay parity	✓	✓	✓	✓	Support provided to Balranald Early Learning Centre to keep the Centre operational in August 2025 when it was at risk of closure. Worked with parent committee to secure a non-profit provider to take on responsibility for the ongoing operation of the service. SCAIWAC committee continuing to identify other initiatives to support early years' service provision	●
2.2.3.2	Work with Early Childhood Education and Care Services, Early Years Managers, local schools and Departments of Education to facilitate levers for	EMCG Community Engagement DIPS Strategic Land Use Planning, Facilities Management,	Building on Action 2.2.3.1 (above) Partner and advocate to remedy shortages Consider grow your own workforce models Document	✓	✓	✓	✓	Ongoing via the SCAIWAC committee initiatives	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	workforce development and recruitment (including housing and amenity features)	Asset Management,	successful recruitments (into either employment of pathways trainings)						
2.2.3.3	Work with local schools to support informed advocacy that ensures all our children and young people receive a high standard of education	EMCG Economic Development (incl. Tourism), Community Engagement Councillors	Meet annually with school and preschool leadership across Balranald, Clare and Euston to understand needs and identify aligned advocacy areas	✓	✓	✓	✓	Ongoing via the SCAIWAC committee initiatives with local schools' representation	●
Objective 2.3 Nurture We uphold the rights of all residents including those with a disability and/or experiencing under-resourcing									
Strategy 2.3.1 Research and implement a comprehensive Disability Inclusion Action Plan to meet the needs of all community members									
2.3.1.1	Drawing on the knowledge of people with lived experience, key services and community groups research and develop a Disability Inclusion Action Plan	EMCG Community Services, Community Engagement	Community engagement completed DIAP developed		✓			Not due to commence until 2026/27 financial year, when Council's current Disability Inclusion Action Plan is scheduled for review	●
2.3.1.2	Develop a DIAP Implementation Plan, setting priority actions by years and resourcing requirements	EMCG Community Services, Community Engagement	DIAP Implementation Plan developed		✓			Not due to commence until 2026/27 financial year, when Council's current Disability Inclusion Action Plan is scheduled for review	●
2.3.1.3	A celebration to launch the DIAP is planned and held	EMCG Community Engagement	Community celebration delivered		✓			Not due to commence until 2026/27 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
Strategy 2.3.2 Advocate for and uphold the rights of all community members, with a focus on those with a disability or experiencing under-resourcing, ensuring all community members have equitable access to opportunities to participate, contribute and thrive									
2.3.2.1	Council implements the Child Safe Organisation program through the NSW Child Safe Scheme https://childsafe.humanrights.gov.au/about/what-child-safe-organisation	CEO Councillors EMCG Community Services, Community Engagement	Child Safe Organisation program implemented Community celebration delivered		✓			Not due to commence until 2026/27 financial year	●
2.3.2.2	Council becomes an accredited White Ribbon Organisation	CEO Councillors EMCG Community Engagement, Human Resources, Work Health and Safety, Risk Management	White Ribbon accreditation achieved Community celebration delivered			✓		SCAIWAC committee has commenced research. Not due to commence until 2027/28 financial year	●
2.3.2.3	Create community friendly, accessible infographic to support broad community understanding of the need for and importance of safety, inclusion and participation for all	EMCG Community Engagement	Drawing on available collateral create an LGA			✓	✓	Not due to commence until 2027/28 financial year	●
2.3.2.4	Council model the ability to provide safe, inclusive and equal participation opportunities to all	CEO DIPS EMCG CFO Councillors	With thorough planning and a commitment to high integrity and respectful			✓	✓	Not due to commence until 2027/28 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	community members through their employment and volunteering roles		experiences Council seeks to both employ and engage as volunteers' people of all abilities and backgrounds						
2.3.2.5	Council committees ensure the respectful inclusion of people of all abilities and people experiencing sustained under resourcing in their committees	CEO DIPS EMCG CFO Councillors	A Council Volunteer Inclusion Policy is developed directing and supporting all committees of Council in the inclusion of people of all abilities and those experiencing sustained under resourcing		✓	✓	✓	Not due to commence until 2026/27 financial year	●
Objective 2.4 Understand, share and showcase local culture and heritage. Achieve meaningful, empowering Reconciliation across our municipality									
Strategy 2.4.1 A Reconciliation Action Plan is researched and developed locally, creating a central platform for healing and from which to move forwards (EDS, Action 5.1.1)									
2.4.1.1	With the leadership and inclusion of First Nations people Council research and adopt its first REFLECT Reconciliation Action Plan (RAP)	CEO Councillors EMCG Community Engagement	Reflect RAP researched and developed https://www.reconciliation.org.au/the-rap-framework/		✓	✓		This action is included in TED's Rolling Action Plan	●
2.4.1.2	Develop a RAP Implementation Plan, setting priority actions by years and	CEO Councillors EMCG	RAP Implementation developed Year 1 priorities			✓		Not due to commence until 2027/28 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	resourcing requirements	Community Engagement	commence delivery						
2.4.1.3	A celebration to launch the RAP is planned and held	CEO Councillors EMCG Community Engagement	Community celebration delivered			✓		Not due to commence until 2027/28 financial year	●
Strategy 2.4.2 Council forms a First Nations Advisory Group of Council to guide decision making and work (EDS, Action 5.1.2)									
2.4.2.1	Council explores interest from the First Nations community for participation in a First Nations Advisory Group (FNAG) through the RAP community engagement process	EMCG Community Engagement DIPS Heritage Matters	Community interest in a FNAG gauged If adequate interest exists proceed to Action 2.4.2.2			✓		Not due to commence until 2027/28 financial year	●
2.4.2.2	Council researches the framework for developing and sustaining a First Nations Advisory Group of Council	EMCG Community Engagement DIPS Heritage Matters	Framework developed FNAG established FNAG meeting regularly with secretariat support				✓	Not due to commence until 2028/29 financial year	●
2.4.2.3	Council implements processes which ensure the FNAG becomes an integral part of advice seeking by Council (including Policy development – Tree Policy)	EMCG Community Engagement DIPS Heritage Matters	Framework developed FNAG established FNAG meeting regularly with secretariat support				✓	Not due to commence until 2028/29 financial year	●
Strategy 2.4.3 Our cultural and heritage assets are mapped, their significance recorded and protected (EDS, Action 4.1.2)									
2.4.3.1	Following the development of the	DIPS Heritage	Framework developed			✓		Not due to commence until 2027/28 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	RAP and appointment of a First Nations Advisory Group (TBC) Council advocates for the comprehensive mapping of cultural assets across the LGA	Matters, Native Title EMCG Economic Development (incl. Tourism)	FNAG established FNAG meeting regularly with secretariat support						
2.4.3.2	Through alternate funding streams and local knowledge sources Council advocates for the mapping of pioneer / European settlement heritage across the LGA	DIPS Heritage Matters, Native Title EMCG Economic Development (incl. Tourism)	Framework developed FNAG established FNAG meeting regularly with secretariat support				✓	Not due to commence until 2028/29 financial year	●
Strategy 2.4.4 Traditional owners are supported to lead and manage access to sites of cultural significance in a manner that protects the site and their ongoing connection to that site (EDS, Action 4.1.3)									
2.4.4.1	Following the development of the RAP and appointment of a First Nations Advisory Group (TBC) Council works with the LGA's First Nations communities to advocate for their rights in and support to manage sites of cultural significance	DIPS Heritage Matters, Native Title EMCG Economic Development (incl. Tourism)	Key sites of cultural significance are identified across the LGA in partnership with First Nations people and peak bodies advocate for increased First Nations management of cultural sites			✓	✓	Not due to commence until 2027/28 financial year, but included in the DMP	●
2.4.4.2	Research and develop a First	DIPS Heritage	Project Plan developed				✓	Not due to commence until 2028/29 financial year, but included in the DMP	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	Nations Cultural Trail spanning the LGA	Matters, Native Title EMCG Economic Development (incl. Tourism)	Funding secured Research and develop a First Nations Cultural Trail across the LGA Create promotional collateral and signage Launch and advertise						
Strategy 2.4.5 Work with Traditional Owners and key stakeholders to enable the international significance of Mungo. Ensure the benefits of this accrue firstly to Traditional Owners, encouraging their ownership of, and employment in, these tourism assets. Support the Mungo experience as a platform for National reconciliation (EDS, Action 4.2.2)									
2.4.5.1	Following the development of the RAP and appointment of a First Nations Advisory Group (TBC) Council work with Traditional Owners and key stakeholders to realise the full potential of Mungo	DIPS Heritage Matters, Native Title EMCG Economic Development (incl. Tourism)	Increase in number of First Nations owned and operated tours to Mungo			✓	✓	Not due to commence until 2027/28 financial year, but included in the DMP	●
2.4.5.2	Develop a First Nations Cultural Centre in Balranald (showcase the art, cuisine, dance, etc. and to employ staff. Cultural guided tours)	DIPS Heritage Matters, Native Title EMCG Economic Development (incl. Tourism)	Project Plan developed Stage 1 funding secured for feasibility study Progress to Stage 2 if feasibility study confirms viability		✓	✓		Not due to commence business case and feasibility study until 2026/27 financial year, but recommendation outlined in the DMP	●

PILLAR 3

Our Economy



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

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
Objective 3.1 Existing businesses and industries are supported to benefit from economic growth (EDS, Objective 1.1)									
Strategy 3.1.1 Communications frameworks are activated to increase local awareness of economic growth opportunities with potential for local benefit (BSC Business Xchange, e-lists and information sessions) (EDS, Action 1.1.1)									
3.1.1.1	The Economic Development Officer / Concierge role (Strategy 3.3.3), researches and develops an economic development communications strategy ensuring external stakeholders and potential investors are aware of the needs and opportunities presented across the LGA in a timely manner	EMCG Economic Development (incl. Tourism), Community Engagement	Key external stakeholders and potential investors contact list developed Key collateral (Prospectus etc) shared as relevant Invitations to key events and ‘meet & greet’ opportunities shared External industry and investor stakeholder network grown		✓	✓	✓	Not due to commence until 2026/27 financial year	●
3.1.1.2	Council utilises existing mechanisms (Council newsletter, Rates Notices) and medias (newspapers, radio,	EMCG Economic Development (incl. Tourism),	Key external stakeholders and potential investors contact list developed	✓	✓	✓	✓	Ongoing via Council’s communication mediums	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	social media) to ensure Shire communities are aware of economic development opportunities including employment, training, industry tours, grants and rebates	Community Engagement	Key collateral (Prospectus etc) shared as relevant Invitations to key events and 'meet & greet' opportunities shared External industry and investor stakeholder network grown						
Strategy 3.1.2 Understand the accreditation, licencing and procurement needs of emerging industries. Inform local industry and business and attract relevant trainings to support with accreditation/licencing (EDS, Action 1.1.2)									
3.1.2.1	The Economic Development Officer / Concierge role (Strategy 3.3.3) researches the accreditation, licencing and procurement needs of existing and emerging industries and develops and implements a staged suite of trainings to respond (alignment to Strategy 3.5.1)	EMCG Economic Development (incl. Tourism), Human Resources	Accreditation, licencing and training needs of local industries mapped Local and regional training providers mapped (including Alternate Delivery Models) Funding secured to commence a suite of core skill training for local residents	✓	✓	✓	✓	Ongoing as required via Council's Economic Development department and coordinator	●
3.1.2.2	The Economic Development Officer /Concierge role (Strategy 3.3.3) partners with schools, employment agencies and the broader community to promote training / upskilling opportunities in line with the needs identified above	EMCG Economic Development (incl. Tourism), Human Resources	Careers Night held annually Connect young people and un- and underemployed community members to core skills training opportunities	✓	✓	✓	✓	Ongoing as required via Council's Economic Development department and coordinator	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
Strategy 3.1.3 Map local business and industry to support their full utilisation by larger emerging industries such as mining and renewables (EDS, Action 1.1.3)									
3.1.3.1	Research and develop a local business Factsheet (providing a brief summary of each local business, the services / products they offer and key business information including trading hours, contact details) for circulation to existing and emerging industries and businesses to support an increase in local purchasing	EMCG Economic Development (incl. Tourism)	Local Business Factsheet developed Circulated to industry contact list (Strategy 3.1.1) Monitor increases in local spending Update annually	✓	✓	✓	✓	A database of local businesses has been established and is updated regularly. Local factsheet was developed via the EDS and is used in Council's strategic documents and Annual Report. It is also used for grant funding applications where required.	●
3.1.3.2	Include Factsheet in any economic prospectus development (Strategy 3.3.2)	EMCG Economic Development (incl. Tourism)	Local Business Factsheet included in Balranald Shire Prospectus (Strategy 3.3.2)	✓				Ongoing	●
3.1.3.3	Understand industry supply chain needs and opportunities and collaborate with businesses to help support a diverse and growing local / regional economy	EMCG Economic Development (incl. Tourism)	Through key external stakeholders and potential investors contact list (Action 3.1.1.1) Understand industry supply chain needs and opportunities Connect locally available services / businesses where available / relevant Increase in local spending by industry		✓	✓	✓	Not due to commence until 2026/27 financial year, but included in the DMP as part of business and economic development support	●
3.1.3.4	Undertake a business retention and expansion study to support local businesses to capitalise on opportunities for growth	EMCG Economic Development (incl. Tourism)	Funding secured to undertake study Business retention and expansion study completed			✓	✓	Not due to commence until 2027/28 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
			Findings shared with local businesses in accessible / translatable ways						
Objective 3.2 The importance of the agriculture, horticulture, pastoral, livestock and aquaculture industries are protected (EDS, Objective 1.2)									
Strategy 3.2.1 Manage residential encroachment onto agricultural / horticultural land (EDS, Action 1.2.1)									
3.2.1.1	The enduring value of our engine industries (including agriculture, tourism, service sector) is understood and protected	EMCG Economic Development (incl. Tourism) DIPS Strategic Land Use Planning	Funding secured to undertake study Business retention and expansion study completed Findings shared with local businesses in accessible / translatable ways	✓	✓	✓	✓	In progress	●
3.2.1.2	Planning through the LEP manages the potential challenges and land use restrictions and implications where agricultural (and industrial) use land meets residential areas	EMCG Economic Development (incl. Tourism) DIPS Strategic Land Use Planning, Natural resource management, Crown Lands, Native Title	Annual review?	✓	✓	✓	✓	Work to commence prior to end of 2025/26 financial year	●
Strategy 3.2.2 Consider the impact of emerging industries encroachment onto agricultural / horticultural land to food/fibre security (EDS, Action 1.2.2)									
3.2.2.1	Council is aware of the impact of emerging industries encroachment onto agricultural / horticultural land (including the risk of contamination of produce). Council explores the approach of peer LGAs in response to these concerns	DIPS Strategic Land Use Planning	Consider global market forces driving industry change Advocate for support for industry transitions as needed	✓	✓	✓	✓	Work to commence prior to end of 2025/26 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
3.2.2.2	Cumulative impacts of the development of the South West Renewable Energy Zone (SWREZ) are comprehensively understood and strategically planned for across our LGA. An accountability mechanism is accessed /developed.	CEO DIPS Development Control EMCG Economic Development	Scale of SWREZ understood Development locally mapped against peer / like developments Advocacy for 'to scale' development managing for cumulative impacts	✓	✓	✓	✓	Ongoing. The Economic Development department attend regular SW REZ meetings and report back to TED and EPAC. The information gained is used for strategic decision making and for grant funding applications	●
3.2.2.3	Cumulative impacts of the development of mineral sands mining is understood and strategically planned for across our LGA	CEO DIPS Development Control EMCG Economic Development	Development locally mapped against peer / like developments Full understanding of costs to infrastructure and community and industry compensates accordingly	✓	✓	✓	✓	Ongoing by Council's Economic Development department	●
Strategy 3.2.3 Advocate to ensure the impact of the Water Buy back does not inequitably impact South West NSW. Ensure bought water is returned to the area for environmental gains (EDS, Action 1.2.3)									
3.2.3.1	Through existing groups such as the Environmental water advisory group (EWAG) understand the scale of water bought from and returned to the Balranald LGA	CEO Councillors DIPS Natural Resource Management EMCG Economic Development	Attendance at EWAG meetings Collection of statistics to inform volume of water bought and returned to LGA	✓	✓	✓	✓	Not yet commenced	●
3.2.3.2	Advocate for a return of environmental water commensurate with the volume bought to ensure the ongoing integrity of our river, creek, lake and wetland systems	CEO Councillors DIPS Natural Resource Management EMCG	Continue informed advocacy regarding the return of water to the LGA	✓	✓	✓	✓	Ongoing. Balranald Shire is part of the group of LGAs eligible to apply for the NSW Sustainable Communities funding stream as part of the water buy-back compensation	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
		Economic Development							
3.2.3.3	Apply to the NSW Sustainable Communities Program Early Investment Round to reduce possible impacts of the Water Buy Back	CEO Councillors EMCG Economic Development	Application submitted Application successful Plan for project delivery developed	✓	✓	✓	✓	Council was successful in applying for funding via the NSW Sustainable Communities Early Investment Round and is currently working on an application for Round 2 – Infrastructure grant	●
Objective 3.3 Emerging and prospective industries and businesses are aware of and attracted to the LGA (EDS, Objective 1.3)									
Strategy 3.3.1 A review of long-term strategic land use planning is undertaken drawing on state level expertise and local knowledge to determine placement and enable growth in residential, recreational, commercial and industrial land. This planning is long term, strategic and sustainable and considers all stakeholders. It is visionary about healthy, safe communities (EDS, Action 1.3.1)									
3.3.1.1	Seek funding to undertake a comprehensive and highly informed land use planning process. Ensure local knowledge is integrated with national / international expertise and best practice	DIPS Strategic Land Use Planning EMCG Community Engagement, Economic Development	Funding secured to support land use planning process Understand community expectations regarding land use (from previous research). Undertake targeted engagement if knowledge gaps exist Develop Guide sheet of current community expectations		✓	✓		Not due to commence until 2026/27 financial year	●
3.3.1.2	Facilitate the development commercially viable employment precincts in the communities of Balranald and Euston	DIPS Strategic Land Use Planning EMCG Economic Development	Employment / industry precincts identified in Balranald and Euston Funding secured to enable development of precincts		✓	✓	✓	In progress. Council is currently applying for a grant via the NSW Sustainable Communities Infrastructure grant to develop the Euston precinct in partnership with the Euston Club	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
Strategy 3.3.2 A high level LGA Prospectus is developed (with supporting promotional materials) detailing endowments and opportunities and listing the preferred investments, industries and businesses (EDS, Action 1.3.2)									
3.3.2.1	Seek funding to undertake a comprehensive and highly informed Business Prospectus for the LGA, towns and villages. Ensure local knowledge is integrated with national / international expertise and best practice	EMCG Economic Development Strategic Land Use Planning, Development Control	Funding secured Research brief developed (if Prospectus development is being outsourced) Prospectus developed		✓	✓		Not due to commence until 2026/27 financial year	●
3.3.2.2	The Economic Development Officer / Concierge role (Strategy 3.3.3) promote and disseminate the completed prospectus (Strategy 3.1.1)	CEO Councillors EMCG Economic Development	Number of stakeholders receiving the Prospectus (internal and external to LGA) Follow-up contacts from Prospectus Completed economic development activities commencing from the Prospectus			✓	✓	Not due to commence until 2027/28 financial year	●
Strategy 3.3.3 An Economic Development Officer/Team/ Concierge role is created and funding secured (could be shared role between neighbouring LGAs) providing a single entry and advocacy point for all Economic Development enquiries (EDS, Action 1.3.3)									
3.3.3.1	Engage with neighbouring LGAs to gauge interest in a shared Economic Development Officer / Concierge position	CEO EMCG Economic Development	Economic Development Officer / Concierge position description is drafted Neighbouring LGAs are approached and presented Economic Development Officer / Concierge role Interest or otherwise is confirmed	✓				Council's Economic Development initiatives and activities are currently being serviced by the Executive Manager, Community & Governance and the Tourism/Economic Development coordinator	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
3.3.3.2	Funding is sought (in partnership with neighbouring LGAs if interested) for the establishment of an Economic Development Officer / Concierge role(s)	CEO EMCG Economic Development	If neighbouring LGAs are interested in a shared position delivery and governance model is co-created Funding is secured	✓				Council's Economic Development initiatives and activities are currently being serviced by the Executive Manager, Community & Governance and the Tourism/Economic Development coordinator	●
3.3.3.3	Once recruited the Economic Development Officer / Concierge role is broadly promoted and commences actively engaging with industry and business	CEO EMCG Economic Development	EDO / Concierge position commences delivery Key industry contacts (Action 3.1.1.1) are engaged Requests for support / follow-up advice are catalogued Following first year of operation user evaluation survey administered	✓	✓	✓	✓	Council's Economic Development initiatives and activities are currently being serviced by the Executive Manager, Community & Governance and the Tourism/Economic Development coordinator	●
Strategy 3.3.4 An inter LGA Economic Development Advisory Group is formed utilising Council and local knowledge and representation from key industries (EDS, Action 1.3.4)									
3.3.4.1	The Economic Development Officer / Concierge (Strategy 3.3.3), especially if an inter-LGA position, leads the development of an inter-LGA Economic Development Advisory Group (EDAG) and provides ongoing secretariat support	CEO EMCG Economic Development	Confirm interest in an inter-LGA Economic Development Advisory Group If interest exists a delivery and governance model is co-created		✓			Not due to commence until 2026/27 financial year	●
3.3.4.2	Representation from key industries on the EDAG is sought. Representatives should be at the highest available local oversight roles	CEO EMCG Economic Development	Key industries are identified and invited to the EDAG Meetings commence (suggest tri-annually)		✓	✓	✓	Not due to commence until 2026/27 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	– with capacity to provide leverage both up and down through the organisation / industry		Attendance is mapped						
Strategy 3.3.5 Preferred investment interests, businesses, industries and services are proactively sought out and welcomed (EDS, Action 1.3.5)									
3.3.5.1	Drawing on community's feedback (captured through CSP, EDS, DMP), EDAG knowledge and the Prospectus the Economic Development Officer / Concierge actively seeks out and works to attract those investments, businesses, industries and services identified as preferred / required	CEO EMCG Economic Development	Preferred / required industries and services are shortlisted EDO / Concierge commences contact with shortlisted industries and services Number of new industries / services attracted into the LGA annually		✓	✓	✓	Not due to commence until 2026/27 financial year	●
3.3.5.2	Create an efficient and cost-effective Regulatory environment for doing business	CEO EMCG Economic Development DIPS Strategic Land Use Planning, Development Control	Review of barriers to investing / developing within the Balranald LGA Act to address those barriers within the control / mandate of BSC	✓	✓	✓	✓	In progress	●
Objective 3.4 Emerging Our broad visitor economy potential is recognised, understood and enabled (EDS, Objective 1.4)									
Strategy 3.4.1 The BSC Destination Management Plan is recognised as the key visitor economy planning document to be applied in parallel to the Economic Development Strategy (EDS, Action 1.4.1)									
3.4.1.1	Implement Destination Management Plan actions	EMCG Economic Development	DMP actions implemented as per the DMP timelines and priorities	✓	✓	✓	✓	The DMP has been developed and on public exhibition. Implementation priorities are currently being reviewed to align with Council's objectives and resource capacity	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
Strategy 3.4.2 Encourage visitor geographic dispersal and length of stay									
3.4.2.1	Develop self-drive and walking tour experiences that move visitors around the LGA (EDS, Action 1.4.2)	EMCG Economic Development DIPS Asset Management	Utilise existing walking trails (Strategy 1.1.2) more comprehensively though improved advertising Increased trail pedestrian traffic Collate and promote existing self-drive trails		✓	✓	✓	In progress via the DMP recommendations and the Spirit of the West Loop trail development	●
3.4.2.2	Finalise and activate the Far South West Heritage & Cultural Trail	EMCG Economic Development DIPS Asset Management	All infrastructure / signage installations completed Marketing & activation Plan developed Number of visitors accessing FSWH&CT promotional materials and resources	✓	✓	✓	✓	In progress. Fabrication of signs are currently underway and marketing activation funds have been sourced through grant funding by Balranald Shire Council who are the lead Council on the project	●
3.4.2.3	Sculpture Trail along the rivers in Balranald, Euston and Kyalite	EMCG Economic Development DIPS Asset Management	Project Plan developed Funding secured Sculptures researched and commissioned		✓	✓	✓	Not due to commence until 2026/27 financial year	●
3.4.2.4	Southern Cross Exhibition Audio/Visual equipment to facilitate self-guided tours		Project Plan developed Funding secured Southern Cross story captured and developed into a self-guided tour		✓	✓	✓	In progress. Funding has been sourced via the NSW Sustainable Grant Early Round Grant	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
Strategy 3.4.3 Continue to facilitate a broadening suite of accommodation options to meet visitor demand and encourage overnight and extended stays (EDS, Action 4.4.3)									
3.4.3.1	Drawing on opportunities identified in the Prospectus (Strategy 3.3.2) encourage investor interest in visitor accommodation options	EMCG Economic Development DIPS Strategic Land Use Planning	Utilising the Prospectus and investor key contacts promote LGA development opportunities Catalogue investor interest and investment			✓	✓	Not due to commence until 2027/28 financial year	●
3.4.3.2	Continue to pursue funding streams to deliver the full Balranald Caravan Park Masterplan re-development. Explore the long-term ownership model for the Balranald Caravan Park to enable most beneficial return on investment	DIPS Asset Management EMCG Economic Development	Funding application to Sustainability Grant submitted Key Stages 1-4 funded and delivered Key Stages 5-9 funded and delivered	✓	✓	✓	✓	In Progress. Funding for upgrading the Balranald Caravan Park has been applied for via the Crown Reserve Improvement Fund 2025/26. The long-term ownership model is currently under discussion	●
3.4.3.3	Upgrades to the Public Camping Ground at Lake Benanee (3 stage proposal)	DIPS Asset Management EMCG Economic Development	Funding sourced Stage 1 delivered (Initial Upgrades) Stage 2 delivered (Infrastructure Upgrades) Stage 3 delivered (Long term development & Revenue Generation)		✓	✓		In Progress. Funding for the upgrade of the Lake Benanee Camping ground has been sourced via the NSW Sustainable Communities Early Round Grant	●
3.4.3.4	Provide resources and training (if adequate interest) to encourage local residents to explore house sharing and small homes strategies	DIPS Development Control EMCG Economic Development	Funding sourced Stage 1 delivered (Initial Upgrades) Stage 2 delivered (Infrastructure Upgrades) Stage 3 delivered		✓			Not due to commence until 2026/27 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
			(Long term development & Revenue Generation)						
3.4.3.5	Draw on findings from the Housing Strategy to further explore feasible visitor accommodation options	DIPS Strategic Land Use Planning EMCG Economic Development	Capitalise / build on any specific opportunities which may be identified through the Housing Strategy	✓	✓			Housing Strategy is currently in development	●
Strategy 3.4.4 Plan and provide for adequate visitor amenity at key visitor sites, including lighting, signage, public toilets, seating and shade (EDS, Action 4.4.4)									
3.4.4.1	Drawing on relevant plans and strategies collate, prioritise and seek funding to undertake identified works to support visitor amenity specific to lighting, signage, public toilets, seating and shade	DIPS Asset Management, Streetscape Maintenance, Parks & Reserves EMCG Community Engagement	Collate all community and visitor amenity feedback from previous research and planning Provide to Streetscape Master Planning process List items prioritised Funding secured Annual priority list achieved		✓	✓	✓	Ongoing. Grant funding has been successfully sought for upgrades of visitor amenities across the shire including Kyalite, Balranald and Euston. Current projects are in progress.	●
3.4.4.2	Deliver on signage recommendations from BSC Settlement Strategy for gateway, directional, interpretive and way finding signage (EDS, Action 1.4.2)	DIPS EMCG Economic Development	Signage implementation plan developed, and priority signage noted Funding secured Signs designed and installed		✓	✓	✓	In progress. Funding for new town entry signage and directional signage for Euston and Balranald has successfully been sourced via the the NSW Sustainable Communities Early Round Grant. Strategies and recommendations are also outlined in the DMP	●
3.4.4.3	Electronic Information Boards for Balranald & Euston	DIPS EMCG Economic Development	Project Plan developed Funding sourced Increased community and visitor awareness of key		✓	✓	✓	Funding is currently being sourced and is included in EPAC's & TED's rolling action plans	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
			announcements & upcoming events						
3.4.4.4	Improved River Access through the installation of pontoons/wharf in Balranald (caravan park) Euston & Kyalite	DIPS Natural Resource Management, Asset Management EMCG Economic Development	Audit of existing River Access infrastructure Project Plan developed Funding sourced Installations completed in Balranald, Euston and Kyalite		✓	✓	✓	Not due to commence until 2026/27 financial year, included as forward project on EPAC and TED Rolling Action Plans	●
3.4.4.5	Upgrade of the Southern Cross Exhibition Building including Air conditioning. Explore with the Southern Cross committee ownership models for this exhibition longer term.	DIPS EMCG Economic Development	Project Plan developed Funding sourced		✓			Discussions currently in progress, exploring alternative models at site visit to RFDS Museum in Broken Hill in March	●
Objective 3.5 We understand local/ regional workforce training and skills gaps and actively support remediation (EDS, Objective 3.1)									
Strategy 3.5.1 Work with engine and emerging industries to clearly identify skills gaps. Focusing on the most prevalent gaps plan a skills remediation strategy which includes a plan for industry's contribution (EDS, Action 3.1.1)									
3.5.1.1	Drawing on the human resources and knowledge established through Strategies 3.1.2, 3.3.3 and 3.3.4 finalise a skills gap audit with engine and emerging industries	EMCG Economic Development (incl. Tourism)	Undertake a skills gap audit with engine and emerging industries Comprehensive skills gap list developed			✓		Not due to commence until 2027/28 financial year. Data and information currently being sourced via Council's relationship with the REWN and surrounding LGAs and the SW REZ meetings & resources	●
3.5.1.2	Based on the skills gap audit develop a skills remediation strategy which identifies funding sources (including potential contributions from industry) and training providers	EMCG Economic Development (incl. Tourism)	Based on gaps develop a skills remediation strategy Prioritise highest demand skills Identify funding sources Identify training providers			✓		Not due to commence until 2027/28 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
3.5.1.3	Promote and deliver training schedule (alignment to Strategy 3.1.2)	EMCG Economic Development (incl. Tourism)	Number of trainings scheduled annually Number of people attending each training Number of people achieving formal certification in high gap areas			✓	✓	Not due to commence until 2027/28 financial year	●
Strategy 3.5.2 Council works with key community groups and the broader community to advocate for increased post school / tertiary training provision locally (EDS, Action 3.1.2)									
3.5.2.1	Drawing on learnings gained through Strategies 2.1.2, 3.1.2 and 3.5.1 Council collates key knowledge / training gaps (for all workforce), mapping these against current post school training and education opportunities	EMCG Economic Development, Human Resources	Key knowledge and training gaps mapped across LGA; high-need training gaps prioritised Key training opportunities mapped across LGA (including proximate provision –Robinvale, Swan Hill, Mildura, Hay)			✓		Not due to commence until 2027/28 financial year	●
3.5.2.2	From this mapping Council develops a training / tertiary education provider request for services cataloguing our workforce skills gaps. Circulate request for services to prospective providers for a blend of commercial (i.e. user pays) and funded provisions	EMCG Economic Development, Human Resources	Local and regional tertiary education providers catalogued Providers of high-need training gaps identified Request for services distributed to providers 2-3 additional trainings offered or accessible locally			✓	✓	Not due to commence until 2027/28 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
			(including through ADMs)						
Strategy 3.5.3 Continue engagement in cross border networks to advocate for a National accreditation and licencing system for key industries and other practical strategies to address workforce and skills shortages (EDS, Action 3.1.3)									
3.5.3.1	Council continues to participate as a key stakeholder in cross-border groups and discussions	CEO Councillors EMCG Economic Development, Human Resources	Attendance at relevant cross border / TriState meetings and conferences	✓	✓	✓	✓	Ongoing	●
3.5.3.2	Council joins advocacy for a National accreditation and licencing system for key industries	CEO Councillors EMCG Economic Development, Human Resources	Participation in advocacy efforts	✓	✓	✓	✓	Ongoing by Councillors and Executive Management	●
Objective 3.6 Create the conditions for and actively support population and skills attraction (EDS, Objective 3.4)									
Strategy 3.6.1 Support initiatives that promote and/or provide incentives for population migration to the Shire and the region (EDS, Action 3.4.)									
3.6.1.1	Pursue amenity improvements outlines in Objectives 1.1, 4.1 and 4.2. Increased and diverse housing supply is central to this Objective 4.2.	EMCG Economic Development DIPS Asset Management, Strategic Land Use Planning, Development Control	Number of amenity improvements made annually	✓	✓	✓	✓	Amenity improvements are ongoing via several funding sources. The Housing Strategy is currently in development	●
3.6.1.2	Economic Development Officer / Concierge research all available population and skills attraction incentives and initiatives, apply / subscribe to those relevant	EMCG Economic Development	Available population and skills attraction incentives and initiatives researched and understood Best aligned		✓	✓	✓	Funding grant submitted for Local Jobs, Local People to implement local workforce project	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
			incentives and initiatives invested in / subscribed to Population growth monitored						
Strategy 3.6.2 Activate opportunity to the Designated Area Migration Agreement (DAMA) initiative within the RDA Murray region (EDS, Action 3.4.3)									
3.6.2.1	Understand and connect with the DAMA initiative	EMCG Economic Development	Connect to DAMA through RDA Murray Identify any workforce alignments / possibilities			✓	✓	Not due to commence until 2027/28 financial year	●
3.6.2.2	Pursue and promote DAMA opportunities across the LGA to fill identified key workforce shortages	EMCG Economic Development	Count workforce recruitments made through DAMA			✓	✓	Not due to commence until 2027/28 financial year	●
Strategy 3.6.3 Investigate local solutions to workforce gaps by exploring more flexible working arrangements, workforce sharing and role sharing models (EDS, Action 3.4.4)									
3.6.3.1	Drawing on knowledge gathered through Strategy 1.3.3 and Objective 3.5 understand local skills sets currently being underutilised or inhibited by employment parameters (for example inflexible shift and role structures)	EMCG Economic Development	Advocate for increased employment flexibility from large industry employers to enable more locals to benefit from employment	✓				In Progress by Council's Executive Management and the Economic Development department	●
3.6.3.2	Place responsibility back onto larger employers to offer flexible working arrangements which enable greater employment opportunities and benefits to accrue to locals	EMCG Economic Development	Increased number of locals employed in mining	✓	✓	✓	✓	In Progress by Council's Executive Management and the Economic Development department	●

PILLAR 4
Our Infrastructure



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

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
Objective 4.1 Our amenity infrastructure enables active, inclusive, enjoyable, sustainable and safe lifestyles									
Strategy 4.1.1 Council comprehensively reviews all Council owned infrastructure, ensuring clear planning for each									
4.1.1.1	Develop a comprehensive Asset Management Plan which clearly states all expected services levels (including subplans in Flood, Footpaths, Waste, Roads, Buildings and Recreational spaces etc)	DIPS Asset Management, Streetscape Maintenance, Parks & Reserves, Sewage Treatment Plants, Water Treatment Plants, Street Tree Management, Swimming pool, Waste Management	Asset Management Plan developed Ongoing maintenance and services level expectations met Community Satisfaction Survey results	✓	✓	✓	✓	In progress, due for completion by end of financial year 2025/26	●
4.1.1.2	Upgrade to Balranald Aerodrome to enhance operational capacity, accessibility and safety aligning with regional growth and economic development objectives	DIPS Asset Management, Strategic Land Use Planning, Development Control EMCG	Funding secured Land purchased Design process completed Project put to tender Successful tendered secured Staff training completed Upgrade completed	✓		✓	✓	In Progress by Council's Executive Management. Funding is also being sourced for the upgrade	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
		Economic Development							
Strategy 4.1.2 Continue to develop comprehensive and accessible active transport options throughout our communities including footpath networks and walking trails									
4.1.2.1	Develop Footpaths Strategy within the Asset Management Plan	DIPS Asset Management, Streetscape Maintenance	All medium to high use walking paths are sealed to XX standard All low use walking paths with documented all-abilities pedestrian access required are sealed to XX standard		✓	✓	✓	Commenced as part of Asset Management Plan but more detail to commence 2026/27 financial year	●
4.1.2.2	Refer to DIAP for accessibility specific priorities (see Strategy 2.3.1) regarding active transport	EMCG Community Services, Community Engagement DIPS Asset Management, Streetscape Maintenance	DIAP is reviewed in line with Footpaths Strategy and Asset Management Plan to ensure people of all abilities are able to participate in Council and community events and activities	✓	✓	✓	✓	New DIAP to be developed in 2026/27, which will incorporate information from the new Asset Management Plan and Footpaths strategy	●
Strategy 4.1.3 Water treatment, supply and pressure systems meet the needs of current and future generations									
4.1.3.1	Develop Integrated Water Cycle Management Strategy (IWCMS) for Balranald and Euston	DIPS Asset Management, Stormwater Management, Emergency Management, Streetscape Maintenance, Natural Disaster Response, Parks & Reserves, Sewage Treatment Plants, Water Treatment Plants, Natural Resource Management, Swimming Pool	IWCMS developed Implementation Plan developed; Implementation commences	✓	✓	✓	✓	IWCMS drafted and tabled at February 2026 Council meeting for public exhibition	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
4.1.3.2	Monitor to ensuring the IWCMS continues to meet the growth potential of our communities enabled through the LEP and any residential and industrial developments	DIPS Asset Management EMCG Economic Development	https://water.dpie.nsw.gov.au/our-work/local-water-utilities/local-water-utility-performance for monitoring and reporting Annual NSW Water Supply and Sewerage Performance Monitoring Report		✓	✓	✓	Not due to commence until 2026/27 financial year after IWCMS is adopted	●
4.1.3.3	Design and install Kyalite Raw Water system (to provide a centralised water supply system from Wakool River with capacity to meet current and future demand)	DIPS Asset Management EMCG Economic Development	Kyalite Raw Water supply system designed Quotes sought for supply and installation System purchased and installed	✓	✓			In Progress, business case currently being developed for funding	●
Strategy 4.1.4 Rural addressing is reviewed in line with current best practice to meet the needs of our rural communities particularly in reference to emergency and communications services									
4.1.4.1	Continue to support a rural addressing model that meets the needs of our communities	DIPS Emergency Management, Natural Disaster Response	In draft budget	✓	✓			Commenced auditing of existing rural addressing system	●
4.1.4.2	Increase awareness raising regarding emergency service systems, for example Emergency Plus app “What 3 words” – this is an official app used by all emergency services across Australia that enables pinpoint mapping	DIPS Emergency Management, Natural Disaster Response	Emergency Plus app promotion program Uptake amongst residents of the Emergency Plus app monitored annually		✓	✓	✓	Not due to commence until 2026/27 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
Objective 4.2 Greater diversity in, and availability of, housing stock with utilities and amenity assets to support (EDS, Objective 2.1)									
Strategy 4.2.1 A considered and sustainable approach to housing solutions is developed including through new housing and re-purposed existing housing. Suitable land for new builds is identified and promoted including through infill of vacant land within communities and through new residential estates (EDS, Action 2.1.1)									
4.2.1.1	Research and develop a comprehensive and current shire-wide Housing Strategy and commence implementation	DIPS Strategic Land Use Planning, Development Control	Housing strategy developed Highest priorities of Housing Strategy are implemented	✓	✓	✓	✓	In Progress. Council's Housing Strategy is currently being developed	●
4.2.1.2	Recruit and employ a full time Strategic Planner (Housing and Growth), development planning documentation fully reviewed and updated	DIPS EMCG Human Resources	Funding secured Strategic Planner (Housing and Growth) employed Development planning documentation updated or developed	✓	✓	✓	✓	Manager Planning and Environment commenced October 2025	●
4.2.1.3	Through the Housing Strategy update LEP to reflect community expectations gathered from the CSP process	DIPS Strategic Land Use Planning, Development Control EMCG Community Engagement	LEP updated with key learnings and recommendations from the Housing Strategy		✓			Not due to commence until 2026/27 financial year	●
4.2.1.4	Implement Housing Strategy recommendations to ensure a high quality, to scale provision of essential worker housing across all communities for Balranald Shire Council Staff (parallel to Strategy 1.3.3) and essential workers identified through workforce gap analysis	DIPS Strategic Land Use Planning, Development Control, Asset Management EMCG Economic Development, Human Resources	Project Plan developed Funding secured A proportion of all new and re-purposed housing is available for harder to recruit Council roles and other essential workers	✓	✓			In Progress, Housing Strategy currently being developed	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
4.2.1.5	Design and build 3-5 self-contained units for permanent and agency staff at Bidgee Haven Hostel	DIPS Strategic Land Use Planning, Development Control, Asset Management EMCG Economic Development	Funding secured Consultation and design completed Building of Units commenced	✓	✓	✓		Funding is currently being sourced for the development of the units.	●
4.2.1.6	Implement Housing Strategy recommendations to meet the diverse housing needs of our communities including the adequate provision of Social and Affordable Housing	DIPS Strategic Land Use Planning, Development Control EMCG Economic Development	A proportion of all new and re-purposed housing is focussed on specific cohorts including families, ageing, and vulnerable community members		✓	✓	✓	Not due to commence until 2026/27 financial year	●
Strategy 4.2.2 Housing investment is encouraged through the promotion of available land, the development of clear planning information resources and sessions and a streamlined planning and development application process (EDS, Action 2.1.2)									
4.2.2.1	Building on the Housing Strategy and LEP foundations create promotional materials to encourage local and external housing investment across the Balranald Shire area (consider inclusion in the Prospectus Strategy 3.3.2)	EMCG Economic Development, Community Engagement	Local and external housing investor promotional materials developed Circulated Number of follow-up enquires Increase in housing investment	✓	✓	✓	✓	Housing Strategy currently being developed	●
4.2.2.2	Planning information resources and sessions are developed and delivered across the LGA increasing understanding of the planning and	DIPS Development Control EMCG Economic Development, Community Engagement	Residents understand the development application process DAs increase in accuracy, reduced need for returns/re-submits Processing time decreases		✓	✓	✓	Not due to commence until 2026/27 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	development application process								
4.2.2.3	Create a Housing Application 'buddy' within Council to support residents seeking to undertake this process	DIPS Development Control	Project Plan developed Funding secured				✓	Not due to commence until 2028/29 financial year	●
Strategy 4.2.3 Explore the contribution of industry to housing solutions through legacy / social licence (EDS, Action 2.1.6)									
4.2.3.1	Building on Objective 6.3 regarding the development of a Community Foundation to hold legacy / social licence contributions assess the potential for seed funding / support to housing developments	DIPS Development Control EMCG Economic Development, Community Engagement		✓	✓	✓	✓	In Progress. Will be addressed via the Housing Strategy currently being developed	●
Objective 4.3 Physical and digital connectively enables full use of the LGA's potential – both human and natural (EDS, Objective 2.2)									
Strategy 4.3.1 Council continues to advocate at appropriate governmental levels for high standard road infrastructure, including vigilance in identifying, accessing and utilising available funding streams (EDS, Action 2.2.1)									
4.3.1.1	Research the feasibility of a Balranald town truck by-pass, including potential impact on businesses situated along the current route. Ensure early consideration to possible routes so the Settlement Strategy does not encroach on the proposed by-pass area(s)	DIPS Development Control, Strategic Land Use Planning, Transport Infrastructure EMCG Economic Development, Community Engagement	Undertake required assessments and community engagement regarding a Balranald town truck-bypass		✓	✓		Not due to commence until 2026/27 financial year	●
4.3.1.2	Continue advocacy for Sturt Highway upgrades and overtaking lanes	CEO Councillors	Create a Sturt Highway advocacy brief for use by Council and Councillors		✓	✓		Not due to commence until 2026/27 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
4.3.1.3	Continue advocacy for truck parking bays at town approaches, and within town areas (including middle of road parking in key side streets such as River St adjacent to Discovery Café car park)	CEO Councillors DIPS Development Control, Strategic Land Use Planning, Transport Infrastructure	Create an advocacy brief regarding truck parking bays (specific to road type) for use by Council and Councillors		✓	✓	✓	Not due to commence until 2026/27 financial year	●
Strategy 4.3.2 Council networks with peer LGAs in their experience of large industry co-contributions to infrastructure such as roads, ensuring the support received locally reflects costs of use and maintenance (EDS, Action 2.2.2)									
4.3.2.1	Council to network with peer LGAs to fully understand the scale of industry co-contributions regarding local road use	CEO Councillors DIPS Transport Infrastructure EMCG Economic Development	Understand scale of industry contributions of local road infrastructure Seek parity between LGAs, between like industries and between specific companies	✓	✓	✓	✓	Ongoing participation in local road network committees including the Sturt Highway Taskforce	●
Strategy 4.3.3 Council continues to advocate at appropriate governmental levels for high standard technical connectivity infrastructure (EDS, Action 2.2.3)									
4.3.3.1	Council seeks sound local knowledge to inform its understanding of current digital connectivity service levels	CEO Councillors DIPS Emergency Management, Natural Disaster Response EMCG Community Engagement	Council undertakes a targeted engagement with key community services relying on telecommunications alongside rural landholders to understand current digital connectivity service levels	✓				In Progress	●
4.3.3.2	Council develops advocacy documents to align with current knowledge base and 'like organisations' undertaking collective	CEO Councillors DIPS Emergency Management, Natural Disaster	Advocacy brief developed Improvements in the Digital Connectivity Index Community reports of improved connectivity / reliability	✓				RAMJO coordinating advocacy project on digital connectivity across the Riverina Murray	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	advocacy regarding reliable and affordable digital connectivity	Response EMCG Community Engagement							
4.3.3.3	Council develops advocacy documents to align with current knowledge base and 'like organisations' undertaking advocacy regarding power supply – including volume and interruptions (particularly for outlying communities such as Kyalite, Hatfield, Clare)	CEO Councillors DIPS Emergency Management, Natural Disaster Response EMCG Community Engagement	Advocacy brief developed Community reports of improved supply / reliability Number of faults / outages reported	✓				Not yet commenced	●

PILLAR 5
Our Environment



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

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
Objective 5.1 Our amenity infrastructure enables active, inclusive, enjoyable, sustainable and safe lifestyles									
Strategy 5.1.1 We work in harmony with our landscapes, waterways, flora and fauna to balance our commercial and recreational use of these systems with their preservation and enhancement									
5.1.1.1	As for Strategy 1.4.1 all Council Plans including the LEP must reflect the needs and aspirations of our communities as gathered through recent engagement for the development of the EDS and CSP	DIPS Strategic Land Use Planning EMCG Community Engagement, Economic Development (incl. Tourism)	Summary document of community aspirations developed Summary used to guide and inform development decisions	✓	✓	✓	✓	Ongoing. Community aspirations via community consultation and in strategic plans are outlined and addressed in the Advisory Committees' Rolling Action Plans	●
5.1.1.2	The services and assets provided by Council meet environmental regulations and national best standards with levels of intervention and delivery established by Asset Management Plan	DIPS Stormwater Management, Emergency Management, Natural Disaster Response, Parks & Reserves, Sewage Treatment Plants, Water Treatment Plants, Natural Resource Management, On-	All council services identified meet environmental regulations Any service or asset failing to meet environmental regulations is noted and remedied	✓	✓	✓	✓	In progress	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
		Site Sewage Systems, Pollution Monitoring							
5.1.1.3	Pursue funding opportunities targeted to the restoration of degraded or at-risk landscapes, waterways, flora and fauna	DIPS Natural Resource Management, Pollution Monitoring Councillors	Key at-risk landscapes, waterways, flora and fauna identified Funding secured Funded program implemented Reduction in at-risk area			✓	✓	Not due to commence until 2027/28 financial year	●
5.1.1.4	Council implements a comprehensive Weed Management strategy which works in collaboration with landholders and industry to both control weeds and manage any chemical drift and residue impacts	DIPS Parks & Reserves, Vehicles and Plant, Natural Resource Management, Crown Lands	Weed Management Strategy researched and developed with key local knowledge Implementation Plan developed Reduction in noxious weeds reports		✓	✓	✓	Not due to commence until 2026/27 financial year	●
Strategy 5.1.2 Our system of rivers, lakes, wetlands, groundwater and landscapes are protected including the monitoring of loss of water from the region, ecosystem and water health and the impact of industry including visual and physical impacts (EDS Action 4.1.1)									
5.1.2.1	Continued participation by Council on key environmental groups such as EWAG to inform our understanding and ensure our needs and perspectives are heard	DIPS Natural Resource Management EMCG Economic Development	Council is represented on EWAG meetings Council is represented at other key environmental group meetings as relevant	✓	✓	✓	✓	Ongoing	●
5.1.2.2	Council remains active in understanding the impact of industry on our waterways, including the potential impact of mineral sands mining on groundwater systems. Council advocates as necessary and requires regular water contamination testing by mining industry	EMCG Economic Development DIPS Natural Resource Management, Pollution Monitoring	Council aligns with key agencies to understand the impact of industry on our waterways and ensure they are protected Council advocates as necessary	✓	✓	✓	✓	Ongoing	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
5.1.2.3	We monitor water lost from our catchment through water buy back, advocating for the return of this water for environmental and tourism outcomes	CEO Councillors EMCG Economic Development DIPS Natural Resource Management	Monitor water volumes bought and returned Advocate for equity of water returns	✓	✓	✓	✓	Ongoing. Balranald Shire is one of the LGAs eligible to apply for grant funding under the NSW Sustainable Communities Program as part of the water buy-back compensation	●
<p>Strategy 5.1.3 The World Heritage listed Mungo National Park and Ramsar wetlands are understood locally and carefully promoted for sustainable access and enjoyment. Traditional owners are central to, and primary beneficiaries of, this access and enjoyment</p>									
5.1.3.1	In line with Strategies 2.4.1 and 2.4.5 and the appointment of a First Nations Advisory Group (Strategy 2.4.2) Council work with Traditional Owners and key stakeholders to realise the full potential of Mungo	EMCG Community Engagement, Economic Development	Increase in number of First Nations owned and operated tours to Mungo Sensitive development of Mungo as a reconciliation touch point	✓	✓	✓	✓	In Progress/Ongoing and part of the DMP's strategies	●
5.1.3.2	Succinct and accessible resources are developed for local use encouraging understanding the significance of Mungo National Park and the Ramsar wetlands. These resources enable key tourist 'contact points' such as hospitality services to provide accurate local advice and awareness raising	EMCG Economic Development, Community Engagement DIPS Heritage Matters	High quality and accessible significant site resources are developed Local tourist contact points are skilled in speaking to this significance Increase in Local, National and International awareness of the significance of Mungo Increase in visitations to Mungo occurring via Balranald Shire entry points Increase in visitations to Yanga wetlands	✓				Ongoing	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
Objective 5.2 We work as an LGA to remedy past environmental damage and to prevent further and future damages									
Strategy 5.2.1 We support our communities and industries to be proactive and creative in responding to a changing climate and reducing carbon emissions;									
5.2.1.1	Ensure Council's Local Environmental Plan continues to protect the unique environmental attributes of our LGA	DIPS Natural Resource Management		✓	✓	✓	✓	Ongoing. Crown Land Management Plans currently under development.	●
5.2.1.2	Council's strategic planning for services and infrastructure incorporates climate change principles and extreme weather events risk management, including flood mitigation and management plans	DIPS Strategic Land Use Planning, Natural Disaster Response, Emergency Management, Natural Resource Management	New builds and all applicable renovations apply energy saving mechanisms and strategies to minimise weather risks Increase in use of renewable energy sources Increase in window / door glazing Transition to LED lighting Upgrade insulation materials	✓	✓	✓	✓	Ongoing. Council is in the process of flood remediation works and upgrades of the Ben Scott Memorial Bird Trail, the river walking trail in Balranald and the river walking trail in Euston as part of the funding received under the AGRN 1034 Floods grant	●
5.2.1.3	Council researches and adopts a Net Zero Action Plan (in line with Government expectations) to both explore locally relevant key enabling technologies and for application across their services and assets	DIPS Natural Resource Management, Pollution Monitoring, Waste Management	With support from key agencies Council develop a Net Zero Action Plan Funding secured for delivery of priority items Priority items delivered Measure and report Council's reductions in energy use (per kW)		✓	✓	✓	Not due to commence until 2026/27 financial year. Council has recently applied for funding under the Towards Zero Safer Roads Program	●
5.2.1.4	Enable and promote active transport through providing high quality and networked footpaths (as outlined in Strategies 4.1.1 and 4.1.2)	DIPS Asset Management, Transport Infrastructure, Streetscape Maintenance, Parks & Reserves EMCG Community Engagement	Length of bike / pedestrian paths increases Length of paths added to streets previously without paths	✓	✓	✓	✓	In Progress	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
5.2.1.5	Advocate for an increased provision of public transport into our LGA communities	Councillors EMCG Economic Development, Community Engagement	Advocate for a public transport model that supports the thin market but significant need across the LGA		✓	✓		Not due to commence until 2026/27 financial year	●
5.2.1.6	As a local government we lead our community through role modelling strategies to reduce carbon emissions (drawing on Action 5.2.1.3)	DIPS Natural Resource Management, Pollution Monitoring, Waste Management	As for Action 5.2.1.3, promote Council's increase in enabling technologies and energy efficient changes to services and assets Measure and report Council's reductions in energy use (per kW)	✓	✓	✓	✓	Working with RAMJO Net Zero Project to identify opportunities	●
5.2.1.7	Council continues to increase the number and availability of electric / hybrid vehicle charging stations throughout the LGA in consultation with the local community and directly impacted neighbours	EMCG Economic Development DIPS Natural Resource Management, Pollution Monitoring	Funding secured Increase in electric charging stations	✓	✓	✓	✓	Another charging station has been added at the Discovery Centre precinct and new charging station installed in Euston	●
Strategy 5.2.2 We support our community - through education, infrastructure and programs – to safeguard our natural environments and make meaningful and lasting changes									
5.2.2.1	Share locally meaningful education resources supporting awareness of and strategies to plant native and dry tolerant species, reduce landfill, recycle and compost, conserve energy and water and minimise food waste	EMCG Community Engagement DIPS Natural Resource Management, Waste Management, Parks & Reserves, Streetscape Maintenance, Street Tree Management	Land-fill reductions Increase in recycling infrastructure Funding secured to run community information sessions on drought tolerant plantings Attendance at information sessions Increase in drought tolerant plantings		✓	✓	✓	Not due to commence until 2026/27 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
5.2.2.2	Council supports the development of community gardens through the provision of Council land	DIPS Strategic Land Use Planning, Parks & Reserves EMCG Community Engagement	Consult with communities regarding interest in and location of community gardens Where interest exists identify suitable location Enable development of community gardens			✓	✓	Not due to commence until 2027/28 financial year	●
5.2.2.3	Council increases awareness of and encourages the uptake of renewable energy sources	DIPS Strategic Land Use Planning EMCG Community Engagement,	Number of homes /businesses with solar power		✓	✓		Not due to commence until 2026/27 financial year	●
5.2.2.4	Through Buy Local campaigns Council encourages a decrease in food miles and carbon emissions	EMCG Community Engagement, Economic Development	Number of Buy Local campaigns annually Reactivation of the Local Gift Card (Why Leave Town) scheme	✓	✓	✓	✓	Ongoing. Regular seasonal events are delivered to promote "Buy Local"	●
5.2.2.5	Council transitions all reasonable paper- based key documents including Council Agenda and Business papers and the Council newsletter to e- documents and an e-newsletter available through the Council website and by subscription (newsletter)	EMCG Community Engagement	Movement from paper-based documents /newsletter (noting numbers distributed) to e-newsletter noting number of subscribers and downloads from Council website and social media platforms. Limited distribution of paper-based copies to key services such as Balranald Multipurpose Service, Bidgee Haven and Council offices	✓	✓	✓	✓	Ongoing progress	●
5.2.2.6	Council seeks annual funding for a key environmental awareness campaign / event. For example a plant a tree campaign with 1	DIPS Street Tree Management EMCG Community Engagement	Funding secured Uptake by community of annual environmental			✓	✓	Not due to commence until 2027/28 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	free tree per resident available for collection from Council to be planted, National Lights Out / Earth Hour		awareness campaign /event						
Strategy 5.2.3 We continually explore opportunities for circular economies, including the recycling of common waste and by-product materials and use of recycled materials									
5.2.3.1	The Economic Development Officer / Concierge (Strategy 3.3.3) works with engine and emerging industries to identify and promote increased recycling and reuse	DIPS Natural Resource Management, Pollution Monitoring EMCG Economic Development	Exploration of opportunities for recycling and reuse of common industry by-products Promote as opportunities for local business growth and start-ups Increased use of by-product and recycled materials			✓	✓	Not due to commence until 2027/28 financial year	●
5.2.3.2	Through the development of the Waste Management Strategy Council explores opportunities within its own organisation to promote the recycling and reuse of materials (for example donating outdated computers to volunteer groups)	DIPS Natural Resource Management, Pollution Monitoring EMCG Community Engagement	Waste Management Strategy developed	✓	✓	✓	✓	Waste Management Strategy tabled for February 2026 Council meeting	●
Strategy 5.2.4 We continually explore opportunities for circular economies, including the recycling of common waste and by-product materials and use of recycled materials									
5.2.4.1	Council seeks funding streams to provide the infrastructure required to support local recycling of household waste through bottle and can collection stations	DIPS Natural Resource Management, Pollution Monitoring	Recycling stations located in the communities of Balranald and Euston Monitoring of Return and Earn volume reports / tonnage of drink containers returned for recycling		✓	✓	✓	Not due to commence until 2026/27 financial year	●
5.2.4.2	A recycling / repurposing model is implemented at the Euston and Balranald Landfills through a local tendering process	DIPS Waste Management	Recycling stations located in the communities of Balranald and Euston Monitoring of Return and		✓	✓	✓	Not due to commence until 2026/27 financial year	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
			Earn volume reports / tonnage of drink containers returned for recycling						

PILLAR 6
Our Council



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

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
Objective 6.1 We grow our Council workforce – skilling locals and encouraging career progression (EDS, Objective 5.4)									
Strategy 6.1.1 Council adopts a leadership role in promoting local government as a career path, highlighting high demand fields (EDS, Action 5.4.1)									
6.1.1.1	Develop a comprehensive and contemporary Workforce Strategy which enables the recruitment and retention of high quality staff and offers an attractive and flexible workplace, develop an Implementation Plan (July Aug – 25/26), Review in 2028/29	CEO EMCG Human Resources, Work Health and Safety CFO DIPS (General community amenity)	Workforce Strategy developed Implementation Plan developed Implementation monitored for milestone achievement Council Workforce vacancies at or below ??%	✓	✓	✓	✓	Workforce Strategy has been developed, in the process of developing an implementation plan by end of 2025/26 financial year	●
6.1.1.2	Council identifies enduring workforce shortages and develops creative and broad reaching recruitment strategies, showcasing career attractions (short commutes, friendly communities etc)	EMCG Human Resources, Economic Development, Community Engagement DIPS	Hard to recruit positions are identified Targetted recruitment strategies developed Where suitable 'Grow Your Own' opportunities are implemented	✓	✓	✓	✓	In Progress/Ongoing, OLG FreshStart trainees/apprentices currently employed in Planning, Engineering and Workshop, additional trainee/apprentices being advertised for water/sewer and horticulture. Focus on areas	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
		(General community amenity)	Number of successful recruitments counted					for potential future vacancies with Council	
6.1.1.3	We encourage honest staff feedback and support the continued development of a safe, progressive and high integrity workplace culture across all Council areas – where positivity, proactivity and performance is monitored and rewarded	CEO ELT Councillors	Anonymous staff feedback platform implemented and monitored Continue cultural change journey commenced by previous leadership TEAM Balranald Shire (Together Everyone Achieves More)	✓	✓	✓	✓	In Progress/Ongoing through implementation of the CEO’s new accountabilities framework	●
Strategy 6.1.2 Council strengthens its trainee and apprenticeship program by including work experience or other industry placements (EDS, Action 5.4.2)									
6.1.2.1	With support and resources from the Office of Local Government NSW and in partnership with key stakeholders promote local government career opportunities including apprentice and trainee programs	EMCG Human Resources, Economic Development, Community Engagement Councillors	Combining Local Government NSW resources with local information promote Council career opportunities Offer and fill 1-3 apprenticeships / traineeships annually	✓	✓	✓	✓	In Progress/Ongoing, OLG FreshStart trainees/apprentices currently employed in Planning, Engineering and Workshop, additional trainee/apprentices being advertised for water/sewer and horticulture. Focus on areas for potential future vacancies with Council	●
6.1.2.2	Council promotes work experience opportunities for secondary students across the region, including taster experiences where students can work between several Council departments	EMCG Human Resources, Economic Development, Community Engagement Councillors	Develop (or refine existing) policy and process for hosting work experience students Host 1-3 work experience students annually	✓	✓	✓	✓	Ongoing, work experience students placed in December 2025	●
6.1.2.3	Ensure a safe and welcoming work environment for all young people building on Action 6.1.1.3 above	EMCG Human Resources, Economic	Develop a simple feedback form Seek confidential, anonymous feedback	✓	✓	✓	✓	Ongoing	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
		Development, Community Engagement Councillors	from young people engaged with Council through work experience, apprenticeships and traineeships Monitor ratings						
Strategy 6.1.3 Council has a philosophy of continuous professional development, encouraging all staff to set and fulfil professional goals and supporting, where reasonable, the cost of trainings in this space (EDS, Action 5.4.3)									
6.1.3.1	Council creates induction and on-boarding resources which set the culture of the organisation and ensures new staff a successful, safe and supported trajectory (aligned to Action 6.1.1.3)	CEO EMCG Human Resources DIPS	Induction and on-boarding policies and processes developed (or updated) Policies and processes utilised with all new staff	✓	✓	✓	✓	In Progress, online onboarding process currently in development	●
6.1.3.2	Council understands the professional goals of all staff and supports their continued growth through paid professional development (in line with Council's needs and budget)	CEO EMCG Human Resources DIPS	Annual performance appraisal processes record professional development goals Frequently identified development goals are prioritised for PD delivery Individual goals are accommodated where feasible and in line with Council objectives Number of PD goals achieved annually across the organisation	✓	✓	✓	✓	In progress by CEO and Executive Management Team	●
Objective 6.2 Our whole community has a voice in local governance and leadership, our elected representatives are skilled and supported									
Strategy 6.2.1 We recognise a strong Local Government needs skilled elected representatives and so invest in our Councillors with training, experiences and support mechanisms (EDS, Action 5.1.3)									
6.2.1.1	We continue a process where all Councillors are supported in	CEO Councillors	All Councillors have received essential /	✓	✓	✓	✓	Ongoing by CEO and Councillors, mandatory training provided in	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
	building their knowledge base and skill sets in the field of local governance and across the issues of specific importance to our communities		mandated trainings by end 2025/26 Document additional trainings / PDs requested by Councillors, develop a delivery program Secure funding Implement Annual / bi-annual tours across the LGA by Mayor and Councillors					partnership with neighbouring Council's	
6.2.1.2	We promote the importance of Local Government and encourage Council nominations at election time. To support this, we ensure awareness raising and educational opportunities are available to our communities in the lead up to elections	CEO Councillors	Annual Local Government week Activity delivered Local Government pre-election trainings are offered and attendance mapped		✓	✓	✓	Not due to commence until 2026/27 financial year	●
Strategy 6.2.2 Council creates clear and accessible two-way communication channels and governance structures between community, Council staff and elected representatives									
6.2.2.1	Building on Strategy 3.1.1 a Shire residents' communications framework is developed utilising multiple strategies / communication platforms and drawing on community advice (delivered by a Community Development Officer role)	EMCG Community Engagement	Based on existing community consultations and a further brief engagement if required understand the communications methods valued and utilised by residents Develop a communications framework Implement Community	✓	✓	✓	✓	Ongoing via Council's communication mediums and via Media Releases	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
			Satisfaction Survey results						
6.2.2.2	Through the Community Engagement Plan Council offers multiple mechanisms to hear from its communities	CEO EMCG Economic Development, Community Engagement Councillors	Waste Management Strategy developed	✓	✓	✓	✓	Council's Communication & Engagement Strategy endorsed and in place	●
6.2.2.3	Council adheres to the IAP2 (International Association for Public Participation) best practice standards for public participation and their local application through the Community Engagement Plan	CEO EMCG Economic Development, Community Engagement Councillors	Community Satisfaction Survey results	✓	✓	✓	✓	Part of Council's Communication & Engagement Strategy	●
6.2.2.4	Provide opportunities for the community to interact and communicate with Council Leadership and Councillors (consider neighbour LG strategies such as 'Cuppa with Councillors')	CEO Councillors	Create opportunities for community to connect with elected representatives and Council leadership XX opportunities annually	✓	✓	✓	✓	Regular communications via the Advisory Committees and other planned community consultation activities	●
6.2.2.5	Ensure Council meeting business papers, agendas and minutes are publicly available in accordance with legislation	CEO EMCG Public Officer, Records Management	Proportion of public governance expectations achieved	✓	✓	✓	✓	Ongoing via Council's Ordinary Meeting papers and the public website	●
Objective 6.3 We seize the full opportunity and potential of legacy, making strategic long- term investments (EDS, Objective 5.3)									
Strategy 6.3.1 Council and community form a governance model to enable the collection and strategic distribution/investment of social licence/legacy payments from industry (EDS, Action 5.3.1)									
6.3.1.1	Council research and present Community Foundation models including those implemented by like communities and LGAs	CEO Councillors EMCG Economic Development,	Research completed to determine 2-3 preferred Community Foundation models Council in partnership with key community	✓	✓	✓	✓	In Progress via TED advisory committee	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
		Community Engagement	groups review models and select preferred model						
6.3.1.2	Council partner with Shire communities in the establishment of a Community Foundation for the collection and strategic distribution/investment of social licence/legacy payments from industry, government, philanthropy	CEO Councillors EMCG Economic Development, Community Engagement	Community Foundation Model is established Governance group (BoM) established Executive Officer (if indicated) is recruited Operation commences		✓	✓	✓	Not due to commence until 2026/27 financial year	●
Strategy 6.3.2 BSC collaborate with neighbouring LGAs to understand the possible scale of social licence payments and develop an aligned position to guide negotiation and expectations, recognising the synergy of their opportunities and the strength in being united (EDS, Action 5.3.2)									
6.3.2.1	Council meets with peer LGAs to understand the scale of social licence (to operate) (SLO) / legacy payments being paid comparative to the scale of industry impact and disruption	CEO Councillors EMCG Economic Development	Meetings with peer LGAs held Social Licence parameters established	✓				Not commenced	●
6.3.2.2	Council (with community through the Community Foundation) advocates to government and industry for improved social licence payments, including retrospectively	CEO Councillors EMCG Economic Development	Donations / social licence contributions are sought Volume of contributions reach annual minimum Trajectory growth is met		✓	✓	✓	Not scheduled to commence until the 2026/27 financial year	●
Strategy 6.3.3 Council and community use legacy strategically and long-term so the benefits drawn from emerging industries last beyond their lifespan within the region (EDS, Action 5.3.3)									
6.3.3.1	Through the establishment of the Community Foundation (Strategy 6.3.1) Council and community work to make strategic and lasting change	CEO Councillors EMCG DIPS	Processes to ensure transparent decision making by the Community Foundation are in place and utilised Community Foundation decisions and investments reflect the needs of the diversity of	✓	✓	✓	✓	In Progress via the TED committee	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
			Shire residents and communities						
Strategy 6.3.4 Council leverages diverse funding and income streams to build a financially strong and sustainable future for all our communities									
6.3.4.1	Council commits to strengthening its financial sustainability through implementation of the Long-Term Financial Plan and its strategies	CEO CFO Financial Management, Rates, Debt Management, Statutory Reporting, Funds Investment	Long-Term Financial Plan developed Long-Term Financial Plan adopted Implemented according to Councillors directed priorities	✓	✓	✓	✓	Long Term Financial Plan developed and adopted, currently being implemented according to priorities	●
6.3.4.2	Council continues to seek out, win and acquit all grants in a timely and thorough manner	CEO EMCG Economic Development DIPS	Regular and consistent time given to grant seeking and applications Multiple 'shovel ready' projects identified All won grants are acquitted on time and within budget	✓	✓	✓	✓	Ongoing via the monthly grants/projects reporting and Grants Register	●
6.3.4.3	Council proactively pursues revenue opportunities, cost savings and/or efficiencies	CEO CFO Financial Management, Rates, Debt Management, Funds Investment DIPS	Council leadership stay vigilant to revenue opportunities within the preferred growth and development parameters set by communities Financial auditing identifies opportunities for increased efficiency, these are pursued in line with community expectations	✓	✓	✓	✓	Ongoing	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
Objective 6.4 We build partnerships to achieve equity for our region and have collective impact (EDS, Objective 5.2)									
Strategy 6.4.1 We actively seek out and nurture partnerships at all levels including with our neighbouring LGAs, Joint Organisations, Regional, State and National advocacy bodies, and political and governmental representatives (EDS, Action 5.2.1)									
6.4.1.1	Council nurtures existing networks and develops new networks at the regional, State and National levels pursuing partnerships which extend our knowledge and advocacy reach	CEO DIPS EMCG	Key partnerships and networks are mapped and critical contacts noted Partnership / network gaps are identified and remedied Minimum of 1-2 meaningful connections with key partnerships / networks occur annually	✓	✓	✓	✓	Ongoing, CEO continues to facilitate and strengthen relationships including Country Mayors Association, Riverina and Murray Joint Organisation, Western Division of Council's, etc	●
6.4.1.2	Council re-maps the advocacy landscape to align with our advocacy priority areas (Strategy 6.4.2) focusing on areas of synergy with our JOs, RDAs, State and Federal Members etc.	CEO DIPS EMCG	Each of Council's advocacy briefs and priority areas are reviewed for partnership / network alignment Advocacy briefs are shared with aligned partners / networks	✓	✓	✓	✓	Ongoing	●
Strategy 6.4.2 We continually listen to community voice and develop a short- and medium-term advocacy plan which identifies priority focus areas. Each priority area is supported with a Fact Sheet enabling all community representatives and Council Executive and elected leadership to speak with alignment and authority (EDS, Action 5.2.2)									
6.4.2.1	Based on community engagement Council establishes a high, medium and low priorities list which is reviewed bi-annually for continuing currency. Create this list into a large table, track progress using a 'traffic light' system (or similar)	CEO Councillors EMCG Economic Development, Community Engagement, Community Services DIPS	Key advocacy areas are identified and briefly summarised High, medium and low advocacy priorities are ranked	✓	✓	✓	✓	Ongoing via the Advisory Committees' Rolling Action Plans	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
		Strategic Land Use Planning							
6.4.2.2	We create and keep up-to-date advocacy briefs which enable all our Councillors and staff to communicate with comprehensive evidence and understanding across our priority areas	CEO Councillors EMCG Economic Development, Community Engagement, Community Services DIPS Strategic Land Use Planning	Advocacy briefs are developed for each advocacy area High priority areas are the focus of Council work, but all advocacy areas are promoted opportunistically	✓	✓	✓	✓	Ongoing	●
Strategy 6.4.3 Within our LGA we partner with key agencies and bodies including Balranald Aboriginal Lands Council, ICPA, NSW Farmers etc. We support their good governance recognising that when they are strong, we are strong (EDS, Action 5.2.3)									
6.4.3.1	Council recognises the value of partnership for collective impact and community benefit. We work to value and uphold relationships; we understand the strategic intent of our peers and nurture alignments	CEO Councillors EMCG Economic Development, Community Engagement, Community Services DIPS Strategic Land Use Planning	Councillors and leadership understand the collective impact research and local and peer collective impact landscape Key relationships are sought and maintained Key networks / memberships are subscribed to	✓	✓	✓	✓	Ongoing	●
6.4.3.2	Where possible Council shares professional development opportunities with outside agencies and organisations	CEO Councillors EMCG DIPS	Council shares professional development opportunities (as relevant) to Shire communities and organisations to increase shared	✓	✓	✓	✓	Ongoing	●

Action Code	Action as an outcome	Responsible BSC Dept./ Position	Target/ Measure	Delivery Years				Comments	Status
				25/26	26/27	27/28	28/29		
			knowledge and common language / aspirations						
6.4.3.3	Council, as good practice, supports funding applications by key local / regional agencies and seeks support from these agencies in our own applications	CEO	Key partnerships, networks and relationships are activated to support strong grant applications	✓	✓	✓	✓	Ongoing. Letters of Support are always sought for grant funding applications where appropriate	●

11.7 GRANT FUNDED PROJECTS STATUS UPDATE

File Number:	D26.119858
Reporting Officer(s):	Connie Mallet, Community Projects, Events and Grants Officer
Responsible Officer:	Hodi Beauliv, Executive Manager: Community and Governance
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 an updated summary of the current and active roads infrastructure, non-roads infrastructure and non-infrastructure grant-funded projects as of the 9th February 2026. (*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 3 non-road grant applications pending, and 1 non-road application in the process of being submitted.

FINANCIAL IMPLICATIONS

Nil.

LEGISLATIVE IMPLICATIONS

Nil.

POLICY IMPLICATIONS

Nil.

RISK RATING

Low.

ATTACHMENTS

1. **BSC Grants Projects Report as at 09-02-2026**  



BSC GRANTS PROJECTS UPDATE

As @ 09-02-2026

- 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: 09-02-2026



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BSC Grants Projects Update as at: 09-02-2026

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BSC Grants Projects Update as at: 09-02-2026



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:

- Disaster Ready Fund – Round 3 - Upgrade Oxley Road (MR514) on two flood-affected low-lying sections by raising the road and installing culverts

New Application/s submitted since last report:

- Get NSW Active FY 26/27 - Footpath from Euston Primary School to Recreational Reserve
- Get NSW Active FY 26/27 - Balranald Active Transport Plan

Applications in progress of being submitted:

- NSW Sustainable Communities Infrastructure Round

BSC Grants Projects Update as at: 09-02-2026



Infrastructure Road Grants

Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure	
Roads to Recovery (RTR / R2R) 2024-2029 Department of Infrastructure, Transport, Regional Development, Communications & the Arts Job Code: General Ledger: Expected End date: 2029	For rural and local roads	TOTAL Allocation \$7,329,726	2024/2025 Year			
	Works for 2024/2025 Year	Planned Expenditure for 2024-2025: \$1,465,945	1. Completed	100	100	
	1. Shailer Terrace, Euston - Reinstate kerb & gutter	1. \$150,000.00				
	2. Marma Box Creek Road - Seal construction 3.9km	2. \$1,315,945.00	2. Completed	100	100	
		Funding Received 2024/25: \$1,642,639				
	RTR Work Schedule for 2025 -2026:	Funding Received 2025/2026: \$1,142,108	Completed	100	100	
	• Wooranbarra Corrong- Road level Raised/Re-sheeted for 4km	\$150,000.00	Completed	100	100	
	• Marma Box Creek - Maintenance Grade	\$87,850.00	Completed	100	100	
	• Churchill Road – Resheet & Maintenance Grade	\$27,300.00	Completed	100	100	
Transport for NSW – Road Safety Program 2023/24 to 2025/26 Transport for NSW - Commonwealth Government Job Code: General Ledger: Expected End Date: 2026	1. Ivanhoe Road Shoulder Widening and Edge Line marking for 3.68km (Hatfield) – Project 9277	\$ 5,843,000	1. Completed	100	100	
	2. Ivanhoe Road Shoulder Widening and Edge Line marking for 7.87km (Homebush) – Project 9278	1. \$1,350,000.00	2. In Progress	50	15	
	3. Shared Footpath from Endeavour Drive to BCS – Project 8872	2. 2,763,000.00	3. Planning Stage	1	1	
		3. \$1,730,000.00				

BSC Grants Projects Update as at: 09-02-2026



Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
Transport for NSW Transport for NSW – Regional Roads Block Grant Agreement 2025/26 Expected End Date: June 2026	Maintenance of Regional Roads only: <ul style="list-style-type: none"> • MR67 – Balranald Ivanhoe Road • MR514 – Oxley Road • MR296 – Kyalite Moulamein Road • MR431 – Arumpo Road 	\$ 1,397,000 Funding Received to Date: \$698,500	Maintenance and Construction Works In progress	4	49
Transport for NSW – Natural Disaster AGRN1034 Transport for NSW – Reconstruction Expected End Date: June 2026	Recovery Reconstruction works due to the November 2022 floods. <ol style="list-style-type: none"> 1. MR514 Oxley Road (first section) \$1,087,515.00 2. Island Road – Replace Damaged Culverts \$192,335.00 	\$1,279,850 Funding Received to date: \$0	1. Planning Stage 2. Completed. Waiting on Tax Invoice	1 100	1 100
Tronox 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.	\$1,000,000 Funding Received to date: \$282,439	Planning Stage	4	4

BSC Grants Projects Update as at: 09-02-2026



Grant Applications Pending – Road Grants

Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
Safer Local Roads and Infrastructure Program – Round 4	Tapalin Mail Road 7.7km Seal Construction	Funding: \$2,640,000 Council Contribution: \$660,000	Date Submitted: June 2025 Pending	N/A	N/A
Disaster Ready Fund – Round 3	Upgrade Oxley Road (MR514) on two flood-affected low-lying sections by raising the road and installing culverts	Funding: \$2,452,000 Council Contribution: \$613,000	Date Submitted: 15 th April 2025 Successful. Waiting Funding Deed	N/A	N/A
Safer Local Roads and Infrastructure Program – Round 4	Benanee Road 1.5km Seal Construction	Funding: \$4,944,000 Council Contribution: \$1,236,000	Date Submitted: 30 th September, 2025 Pending	N/A	N/A
Safer Local Roads and Infrastructure Program – Round 4	MR67 Balranald Ivanhoe Road Rest Areas	Funding: \$400,000 Council Contribution: \$100,000	Date Submitted: 30 th September, 2025 Pending	N/A	N/A

BSC Grants Projects Update as at: 09-02-2026



Grant/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: 31 st October, 2025 Pending	N/A	N/A
Get NSW Active FY 26/27	Footpath from Euston Primary School to Recreational Reserve	Funding: \$500,000	Date Submitted: 12 th December 2025 Pending	N/A	N/A
Get NSW Active FY 26/27	Balranald Active Transport Plan	Funding: \$76,000	Date Submitted: 12 th December 2025 Pending	N/A	N/A

BSC Grants Projects Update as at: 09-02-2026



Infrastructure Grants – Non Roads

Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
<p>Bidgee Haven Retirement Hostel Expansion Grant – Department of Health</p> <p>Job Code: 2620-4999-0021</p> <p>General Ledger: 2620-1100-0001</p> <p>CM: F19.244</p> <p>Deed: D25.111060</p> <p>Expected End Date: 31st March 2026</p>	<p>Bidgee Haven Expansion Construction - Specialised Dementia Wing</p>	<p>Total potential funding: \$5,922,163 (GST exclusive)</p> <p>Instalment 2: \$1,000,000 Instalment 3: \$1,300,000 Instalment 4: \$1,580,000 Instalment 5: \$862,163 Final Instalment: \$480,000</p> <p>Funds Received to date: Milestone 1 Payment: \$500,000 – Receipt 49078</p>	<p>Design documentation has been completed and Request for Tender (RFT) VP486134 was released on VendorPanel and Illion TenderLink on 4 November 2025, with a closing date of 4 December 2025 at 10:00am. Council approved the project budget during an extraordinary meeting in January 2026.</p> <p>The Project Control Group (PCG) is currently in discussions with builders, aiming to sign a contract during the week of 16 February 2026. Additionally, the funding body has now signed the Grant Variation, enabling the project team to commence construction.</p>	30	10
<p>Stronger Country Community Funds Round 4 – Local Government NSW</p> <p>General Ledger: 4546-1100-0000 4662-1100-0008</p> <p>CM: F21.364</p> <p>Expected End Date: Completed</p>	<p>Euston Netball Upgrade: Demolition of existing change netball rooms and public toilets at Euston and construction of new, inclusive, change rooms and public toilets combined.</p> <p>Renewed 200 lux LED outdoor sport lighting to both Balranald and Euston netball courts</p>	<p>Funding: \$527,626</p>	<p>All defect works have been closed out, and the project is now complete. Retention funds will be issued at the completion of the Defects Liability Period (DLP).</p> <p>The Completion Report has been submitted to the Funding body. An updated financial document has been provided to the funding body as part of the acquittal report.</p>	100	100

BSC Grants Projects Update as at: 09-02-2026



Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
<p>Discovery Centre Redevelopment – Far West Joint Organisation</p> <p>Job Code: 6560-4999-0033</p> <p>General Ledger: 6560-4999-0000</p> <p>CM: F20.593</p> <p>Expected End date: 30th August 2025</p>	<p>Construction of new Pavilion at the Balranald Discovery Centre precinct</p>	<p>Funding: \$950,000</p>	<p>Building works: All defect rectification works are now completed, though Council will maintain oversight of these items to ensure they meet long-term durability standards.</p> <p>Internal fit-out works are progressing. We are currently sourcing funding for the installation of 12 additional banner-styled promoting key shire attractions and townships</p> <p>External works: The rear of the Discovery Centre has been finalized with the installation of a new footpath and a replacement access door for the Visitors Centre. The final installation of the decorative windmill and site signage was completed in late December 2026. The new Mungo Man/ Alice Kelly sign (the previous sign was damaged) should also be ready for installation by mid- February 2026</p>	<p>97</p>	<p>97</p>

BSC Grants Projects Update as at: 09-02-2026



Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
Local Roads Community Infrastructure Round 4 (LRCI4) – Department of Infrastructure Job Code: Euston Recreation Reserve 4664-4999-0000 Kilpatrick Road Reconstruction: 6400-4999-0009 Expected End date: Completed	1. Euston Recreation Reserve Upgrade	Funding: \$1,313,368 1. \$832,921	1. Building construction and oval remediation works have now been completed. Council's ground staff have assumed maintenance of the oval surface to ensure it meets the required playing standards for the 2026 local AFL season. In accordance with the project's head contract, Council will continue to hold the retention funds until the successful conclusion of the Defects Liability Period (DLP) and the final acquittal of any outstanding items. We are currently planning an opening event for the Euston Recreation Reserve upgrade	1. 100	1. 100
	2. Kilpatrick Road Reconstruction	2. \$480,447	2. Completed and currently in the acquittal process The Completion Report and Auditor's report was submitted by Laurie Knight of Local Gov Consulting on the 31 st October 2025.	2. 100	2. 100

BSC Grants Projects Update as at: 09-02-2026



Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
<p>Stronger Country Communities Fund – Round 5</p> <p>General Ledger: 4500-1145-0000</p> <p>CM Box: G22/11</p> <p>Expected End date: Projects 1,3,4 & 5 Completed Project 2. December 2025</p>	<p>1. Kyalite Memorial Park Rest Area: to include public toilets & ancillary facilities</p> <p>2. Balranald Shire Entry Signage to acknowledge the shire's cultural significance:</p> <p>3. Netball Courts Resurfacing & Basketball Courts Balranald: To resurface netball courts and design and construct new basketball courts and facilities</p> <p>4. Hatfield Community Hall & Precinct Upgrade: Renovations of the Hatfield Community Hall</p> <p>5. Safe Fencing at the Balranald Pool: To installed approved fencing around the Balranald Pool</p>	<p>Funding: \$943,758</p> <p>1. \$101,200 2. \$203,500 3. \$418,000 4. \$110,000 5. \$111,100</p>	<p>1. Completed 2. In Progress 3. Completed 4. Completed 5. Completed</p> <p>2. In October 2025, Swan Hill-based signage specialists were engaged to manage the design, fabrication, and installation of four Shire entry signs. Following a collaborative design process and several iterations between the subcontractor and the Project Team, the final concepts have been refined. These designs are now prepared for progression to the relevant Council Committees for review, prior to seeking formal Council endorsement.</p>	<p>1. 100 3. 100 4. 100 5. 100</p> <p>2. 30</p>	<p>1. 100 3. 100 4. 100 5. 100</p> <p>2. 30</p>

BSC Grants Projects Update as at: 09-02-2026



Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
<p>AGRN 1034 Floods 2022 Grant Funding – Office of Local Government -</p> <p>Job Cost Codes:</p> <p>1. Ben Scott Memorial Bird Trail Remediation Project 4686-4000-0001</p> <p>2. Balranald Riverfront Precinct Remediation 4686-40001-0001</p> <p>3. Euston Riverfront Precinct Remediation 4686-4002-0001</p> <p>CM Box: G24/8</p> <p>Expected End date: 30th June 2026</p>	<p>1. Ben Scott Memorial Bird Trail Remediation Project</p>	<p>Funding: \$\$1,000,000</p> <p>1. \$400,000 2. \$350,000 3. \$250,000</p>	<p>1. Design documentation is currently in progress and encompasses key elements including interpretive signage, bird observation hides, integrated water features, and comprehensive landscape Plan. The project is on track for completion by June 2026.</p>	10	10
	<p>2. Balranald Riverfront Precinct Remediation</p>		<p>2. Remediation works for the trail network have been finalized, complemented by the installation of community park furniture within the Riverbend precinct. The design and planning phase for trail beautification is currently in progress, with full project delivery projected for June 2026.</p>	55	50
	<p>3. Euston Riverfront Precinct Remediation</p>		<p>3. Interpretive signage designs have been finalized and are due for manufacture and installation in March. Concurrently, the design and planning phases for secondary infrastructure including park furniture, bird observation hides, and solar lighting are continuing, with full implementation on track for June 2026.</p> <p>General: Balranald Shire Council is currently trialling two solar lights in Euston. The data gathered from this pilot program will evaluate the feasibility of a broader rollout of solar lighting across all three trails in Balranald and Euston.</p>	30	25

BSC Grants Projects Update as at: 09-02-2026



....continued from previous page

Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
FSW Heritage & Cultural Trail Far West Joint Organisation Balranald Shire Council is the Lead Council on this project Expected Project End Date: TBA	Development of a heritage and cultural trail that links the 4 LGAs in the FW Joint Organisation. (Wentworth, Broken Hill, Central Darling & Balranald)	Funding Value: \$1,000,000	Broken Hill: The installation of the four primary town entry signs is currently being executed by the appointed local subcontractor, Fabtec. Project milestones remain on schedule, with works nearing completion. The finalization of the installation phase and practical handover are projected to occur by 31 March 2026.	30	10
	The funding is for the signage infrastructure		Central Darling: Following a consultative review of VASP designs, TfNSW recommended the design to be replaced with town entry and exit signage for four townships within the Shire. Consequently, the project team has issued an Expression of Interest (EOI) via VendorPanel to secure a contractor for this revised scope. The EOI process is slated to conclude in early March 2026, with the selection of a successful proponent expected by the end of the month. Finalized designs require concurrence from TfNSW prior to the commencement of installation. It is anticipated these concurrences are a mere formality following discussions with TfNSW in February 2026. Project Update Report: A Project Update Report by Project Lead, Connie Mallet, was emailed to all GMs/CEOs and project staff across the 4 LGAs on Friday 21 st November 2025. Another update is due to be distributed mid-February 2026.	25	10

BSC Grants Projects Update as at: 09-02-2026



Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
<p>ORG Club Grant Category 3 Infrastructure Fund July 2024</p> <p>CM Box: G24/11</p> <p>Expected Project End Date: 30th October 2025</p>	<p>Funding for the Euston Club multi-purpose court project to include:</p> <ul style="list-style-type: none"> • Application of surfacing paint material to court areas and surrounds. • Line marking to the court area in a multicourt motif for tennis, netball and basketball. • Tennis posts, netting, netball post / nets and counter levered basketball tower and backboards. • Bench seating and shelter. • Fencing, two pedestrian gates and one double gate 	<p>Funding Value: \$135,301</p> <p>Grant: \$50,000</p> <p>Council Contribution: \$50,000 (via Euston Club)</p> <p>Euston Club Contribution: \$35,301</p>	<p>ll court installation works have reached completion, with remaining site activities now focused on the delivery of the player shelter and the implementation of planned landscaping treatments, budget pending. Additionally, minor remedial works on the netball goal infrastructure were successfully addressed during this reporting period to ensure all assets meet safety and functional specifications with the exception of tennis court posts which require stiffening. This activity will be completed prior to the end of February 2026</p>	95	90

BSC Grants Projects Update as at: 09-02-2026



Non-Infrastructure Grants/Projects

Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
<p>Community Benefit Payments (CBP) - Office of Responsible Gambling (ORG)</p> <p>General Ledger: 1020-3110-0001</p> <p>CM: F22.220</p> <p>Expected End date: February 2027</p>	<p>For the delivery of Mental Health First Aid Training for Community Members as well as Gambling Education & Awareness and other Mental Health related programs</p> <p>(Project Managed by SCAIWAC - under the auspice of Balranald Shire Council)</p>	<p>Funding: \$254,292 (\$84,764 per year)</p> <p>Two payments of \$84,764 have been received to date</p>	<p>The coordination of the Diploma of Mental Health course for a number of registered community members is currently in progress.</p>	40	40
<p>LGP Procurement Capability Grant Fund 2024</p> <p>CM Box: G24/7</p> <p>Expected Project End Date: End of December 2025</p>	<p>Funding to deliver a series of Procurement & Contract awarding related training courses to a number of Council staff.</p>	<p>Funding: \$11,660</p>	<p>The first training course has been delivered. A Variation for time extension is being sought.</p>	10	10

BSC Grants Projects Update as at: 09-02-2026



Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
<p>Regional Drought Resilience Program</p> <p>Funding Managed by Wentworth Shire Council</p> <p>Expected Project End Date: 30th November 2025</p>	<p>Funding to deliver a series of activities from the Drought Resilience Plan Action Plan</p> <p>This project is in collaboration with Wentworth Shire Council who will be managing the grant funds & reporting</p> <ol style="list-style-type: none"> 1. Drought Resilient Officer 2. Community Events in Farming & Agricultural Communities 3. Mental Health First Aid Training & Related Resilience Workshops 4. Activation of a Regional Heritage & Cultural Trail 5. Business Resilience and Preparedness Program 6. Regional Road Upgrades 	<p>Project Funding Value: \$336,540</p> <ol style="list-style-type: none"> 1. \$86,540.00 2. \$36,400.00 3. \$47,000.00 4. \$62,000.00 5. \$12,600.00 6. \$92,000.00 	<ol style="list-style-type: none"> 1. Wentworth Staff 2. A series of events during October and the Jana Pittman Women's Lunch on the 7th November were successfully delivered 3. Mental Health First Aid Training for Wentworth & Balranald Shire Council staff were delivered in October 4. All deliverables have been completed 5. The series of workshops have been delivered 6. Wentworth & Balranald Council outdoor staff is working together on this project. Status is to be provided by Wentworth <p>Notice of extension to the 30th June 2026 was received by Wentworth. This will provide the opportunity to finalise project 6</p>	<p>Managed by Wentworth Shire Council</p>	<p>Managed by Wentworth Shire Council</p>

BSC Grants Projects Update as at: 09-02-2026



Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
<p>NSW Sustainable Communities Program Early Investment Round – BSC Project</p> <p>CM Box: G25/2</p> <p>Expected Project End Date: TBA</p>	<p>To include 4 key activities:</p> <ol style="list-style-type: none"> 1. Activation activities of the FSW Heritage & Cultural Trail 2. Town Entry Signs for Balranald & Euston and tourism related directional signs in Euston 3. Audio-Visual technology for the Southern Cross Exhibition 4. Upgrade of the camping site at Lake Benanee 	<p>Grant Funding Value: \$731,331 (ex GST)</p> <p>Council Contribution \$243,777 (ex GST)</p>	<p>Documentation requested by the funding body prior to receiving the Funding Deed has been submitted. Further clarification has been requested by the funding body with responses due on the 10th February 2026.</p>	<p>0</p>	<p>0</p>

BSC Grants Projects Update as at: 09-02-2026



Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
National Australia Day Community Events Grant 2026	Funding for Australia Day events in Balranald & Euston in 2026	Grant Funding Value: \$10,000	Australia Day events were delivered successfully and safely at both Balranald and Euston. We are currently in the process of finalising invoices and finalising the Completion Report	90	90
NSW Seniors Festival Grant	Funding for Seniors Week activities	Grant Funding Value: \$5,000	The funding deed has been signed and the \$5000 funding has been received. Planning of the event is currently underway	10	10

BSC Grants Projects Update as at: 09-02-2026



Applications Pending (Non-Roads)

Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
Local Jobs Program	Funding for activities that aim to address local employment needs	Grant Funding Value: \$250,000	Date Submitted: 23 rd September 2025 Currently Pending	N/A	N/A
Crown Reserve Improvement Fund 2025/26 – General Balranald Caravan Park Upgrade & Refurbishment Project	Funding to modernise cabins, add accessible accommodation, refurbish communal facilities, improve infrastructure, and enhance safety with pool, fencing, drainage, and gate upgrades	Grant Funding Value: \$985,353 (GST inclusive)	Date Submitted: 5 th December 2025 Currently Pending	N/A	N/A
Crown Reserve Improvement Fund 2025/26 – General Euston Recreation Ground Reserve Lighting Upgrade Project	Funding to install modern LED towers and controls, improving safety, accessibility, and usability.	Grant Funding Value: \$341,982 (GST inclusive)	Date Submitted: 5 th December 2025 Currently Pending	N/A	N/A

BSC Grants Projects Update as at: 09-02-2026



Applications in Progress of being submitted

Grant/Project	Description	Funding Amount	Status to date	% Completion	% Expenditure
NSW Sustainable Communities Program – Infrastructure Round	Euston precinct infrastructure development and service hub infrastructure development project	Grant Funding Value: To be determined	Currently doing our due diligence in ensuring that all application eligibility and merit criteria elements are aligned with the proposed project	N/A	N/A

11.8 ACTIVITIES UNDERTAKEN WITHIN THE PLANNING DEPARTMENT

File Number:	D25.117595
Author(s):	Cathy Brady-Overington, Manager of Planning and Environment 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 months of December 2025 & January 2026.

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 months of December 2025 & January 2026:

Application	Applicant	Location	Description
DA 08/2026 Mod 1 (Approved)	Kiandra Dalton for Brendan & Jennifer Coates	908 Ivanhoe Road, Balranald	Dwelling & Onsite Sewage Management System
S68 03/2026	Chris Tyson for Basin Properties Pty Ltd	Iluka Mine Site, 1067 Ivanhoe Road, Balranald	Onsite Sewage Management System
SDC 03/2026	Price Merrett Consulting Pty Ltd	50577 Sturt Highway, Euston & 7 Dry Lake Road, Euston	Boundary Realignment
OC 09/2026	Jordan White	4362 Yanga Way, Balranald	Onsite Sewage Management System

The following numbers of certificates relating to conveyancing have been issued in the months of December 2025 & January 2026:

Environmental Planning & Assessment Act 1979 Planning Information Certificates (10.7)	8
Environmental Planning & Assessment Act 1979 Building Certificates (6.24)	0
Local Government Act 1993	0

Outstanding Orders (735A)	
Local Government Act 1993 Drainage Diagram	5
Biosecurity Act 2015 Outstanding Orders (Noxious Weeds)	0

FINANCIAL IMPLICATIONS

Nil

LEGISLATIVE IMPLICATIONS

Environmental Planning & 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



Previously approved residential development on Yuranigh Street Balranald December 2025

11.9 INFRASTRUCTURE UPDATE FOR DECEMBER 2025 & JANUARY 2026

File Number:	D26.119571
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 from December 2025 to end of January 2026

OFFICER RECOMMENDATION

That Council notes the report.

REPORT**1. ROAD CONSTRUCTION AND MAINTENANCE****Project Update: MR67 Balranald–Ivanhoe Road (Homebush Area)**

Location: 3 km north of Homebush

Road Construction Update

Construction on MR 67 near Homebush is progressing well. The widening of the sealed pavement is now approximately 50% complete, with 5 km of sealing works finished to date. Once finished, a total of 8 km of pavement will be widened to improve safety and road conditions for all users.

Council thanks motorists for their patience during the construction period and reminds all road users to observe posted speed limits when travelling through the work zone. Your cooperation helps keep both workers and drivers safe.



Photos of Road Widening at Homebush.

Improved Accessibility at Market Street

Recent works in Market Street have introduced additional access points alongside the disability parking spaces. These upgrades are designed to provide smoother, safer, and more convenient access to the footpath. The extra space and improved layout will be especially beneficial for people with mobility restrictions, offering more options and greater ease when exiting their vehicles.



Selwyn Street Sealing Works

A 250-metre section of previously unsealed pavement at the end of Selwyn Street, Euston, has now been sealed. This upgraded stretch leads directly into the caravan park, providing a much cleaner and more welcoming entrance for visitors and improving the overall appearance of the approach to the park.



Maintenance Grading Update

Council has recently completed maintenance grading on **Marma Box Creek Road**, with the full 38 km length of the unsealed road now graded. This work has significantly improved driving conditions, providing a more comfortable journey for visitors travelling to Mungo National Park.

In addition, **Chillichil Road**, 4.5km has been graded, and approximately 200 metres across the dry creek bed have been re-sheeted with gravel to enhance safety and durability.

Parks & Gardens Update

Following the recent storm events, Council crews have been actively working to clean up the township of Balranald. For up to a week after the storm, branches continued to fall from damaged trees, adding to the workload. Several trees around town have since been assessed as high-risk and will need to be removed. Council has spoken with affected residents, and there is agreement on the decision to proceed with the removals.



(Storm damage January 2026)



Christmas in Balranald December 2025

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:

December

- Repair of raw water main on Bank Street, Moa Street (x2), and Church Street (x2).
- Repair of raw water service on Cally Street and Moa Street.
- Conducting training sessions.
- Lifting of two sewer pumps in Euston.
- Replacement of the NRV SPS 4.
- Replacement of pedestals and rails for SPS 4.
- Six hours dedicated to meetings.

January

- Repair of raw water main on Church Street, at Caravan Park , and Moa Street.
- Repair of raw water service at Caravan Park.
- Repair of filtered water services at Caravan Park (x3) and River Street.
- Repair of damaged filtered water main resulting from NBN contractors' work.
- Replacement of the VSD raw water pump station.
- Installation of a new sewer connection on Moa Street.
- Repair of sewer service on Court Street.
- Remove and repair sewer pump at dump point.
- Six hours dedicated to meetings.
- Removal and installation of two new hydrants on Church Street and Bank Street.
- Repair of sewer connection on Court Street.
- Lift foot valve in Euston for Raw water pump.

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.

3. PLANNING AND DEVELOPMENT

3.1 Biosecurity

December and January were busy months, beginning with the clean-up of Athel pine, boxthorn, and accumulated weeds and leaf litter at the front of 206 Market Street. Additional weed control was carried out in the lanes, including spraying and general clean-up.

Council's Biosecurity Officer completed several property inspections and road inspections for priority weeds. During these inspections, Council's Biosecurity Officer identified occurrences of wheel cactus, bunny ears cactus, and common cactus, along with ongoing control work on other species. One significant issue was clockweed found on the Meilman Road reserve. Working alongside Richard Lucas from the Engineering Department, we were able to contain the problem, and with ongoing inspections and follow-up treatments, we expect to keep it under control.

Later in the month, the team also assisted with the major storm-damage clean-up, contributing four days of support to restoration efforts.

Below – Weed and leaf litter removal at 206 Market Street



Below – Clockweed removal Meilman Road reserve



3.2 Animal Control

Euston

- 4 Illegal rubbish dumping
- 2 dogs at large
- 1 barking dog complaint addressed
- 2 lost dogs
- 1 dog returned to owner

Balranald

- 3 barking dog complaints
- 4 dogs at large
- 3 lost dogs
- 4 roaming dog complaints addressed
- 2 dogs returned to owners

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.

3.3 Strategy Documents in Draft

- Integrated Water Cycle Management Strategy (IWCMS)

The IWCMS strategy is a process where the Council prepares its peak planning documents for its Water Supply and Sewerage Services. (Please refer to the separate report.)

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 in 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. Now will be presented to the Council for endorsement at the February 2026 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. Please refer to the separate report in this agenda, updating the council.

- 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 Roads Grants Update - January 2026** [↓](#) 
2. **Infrastructure Development Updates - December 2025 - January 26 2026** [↓](#) 

INFRASTRUCTURE ROAD GRANTS

5.1 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 30 January 2026		
		% Completion	% Expenditure	Comments
Shailer Terrace, Euston - Reinstate kerb & gutter	\$150,000.00	100	100	Completed
Marma Box Creek Road - Seal construction 3.9km	\$1,315,945.00	100	100	Completed
Total Planned Expenditure for 2024-2025	\$1,465,945.00			Funding received \$1,642,639
RTR Work Schedule for 2025-2026				
Wooranbarra Corrong – Road level Raised/Re-sheeted for 4km	\$150,000.00	100	100	Completed
Marma Box Creek - Maintenance Grade	\$87,850.00	100	100	Completed
Chillichil Road – Resheet and Maintenance Grade	\$27,300.00	100	100	Completed
Total Planned Expenditure for 2025-2026	\$265,150.00			Funding received \$152,456

5.2 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 30 January 2026		
		% 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	50	15	In Progress
Shared Footpath from Endeavour Drive to BCS – Project 8872	\$1,730,000.00	1	1	Planning Stage
Total Planned Expenditure for 2025-2026	\$5,843,000.00			Funding received \$675,000

5.3 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 30 January 2026		
		% Completion	% Expenditure	Comments
Maintenance and Construction Works	\$1,397,000.00	49	49	In Progress
Total Planned Expenditure for 2025-2026	\$1,397,000.00			Funding received \$698,500

5.4 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 30 January 2026		
		% Completion	% Expenditure	Comments
MR514 Oxley Road (first section)	\$1,087,515.00	1	1	Planning
Island Road - Replace Damaged Culverts	\$192,335.00	100	100	Completed.
Total Planned Expenditure for 2025-2026	\$1,279,850.00			Funding received nil

AGENDA

6

Item

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AGENDA

6

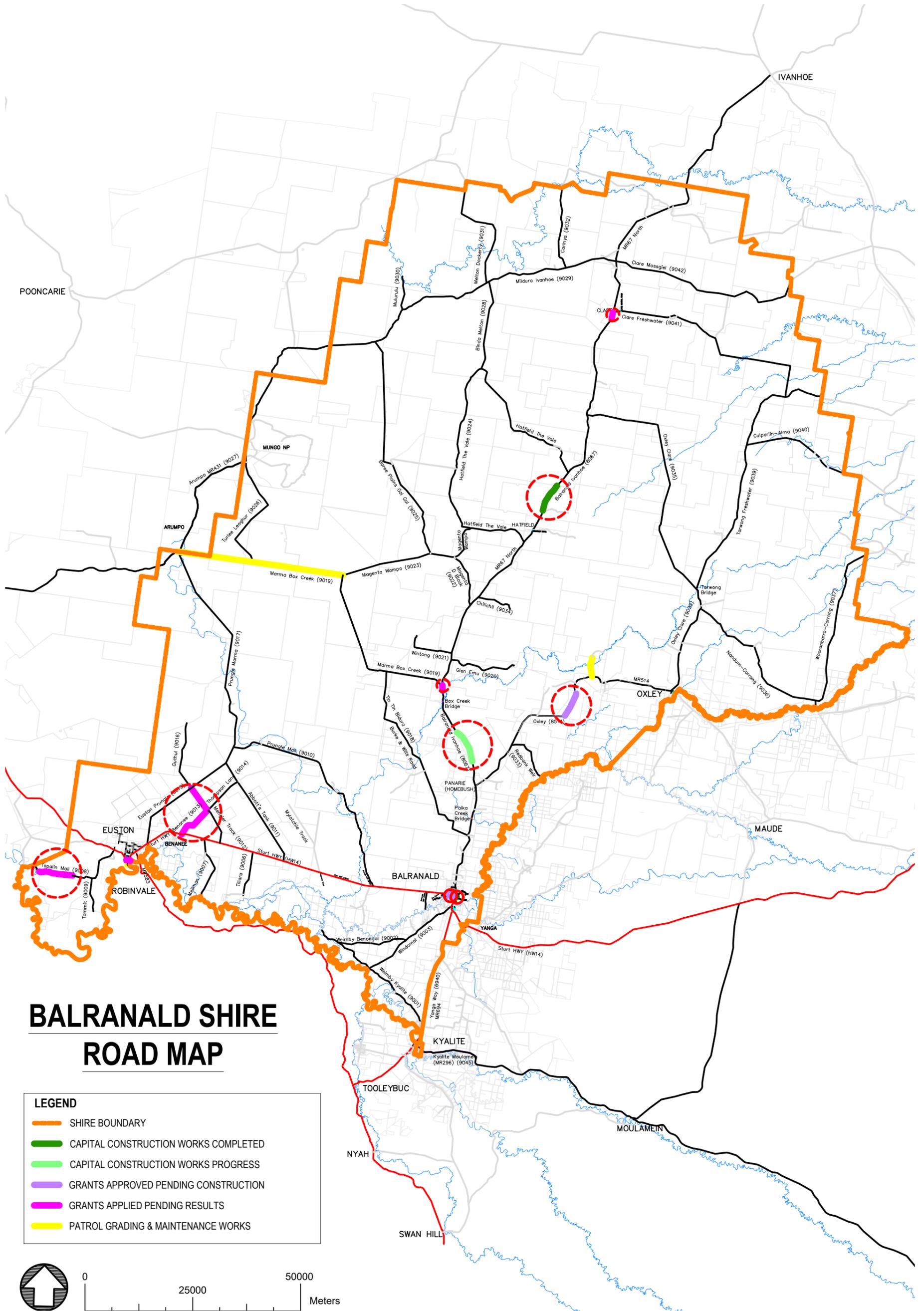
5.5 **TRONOX**

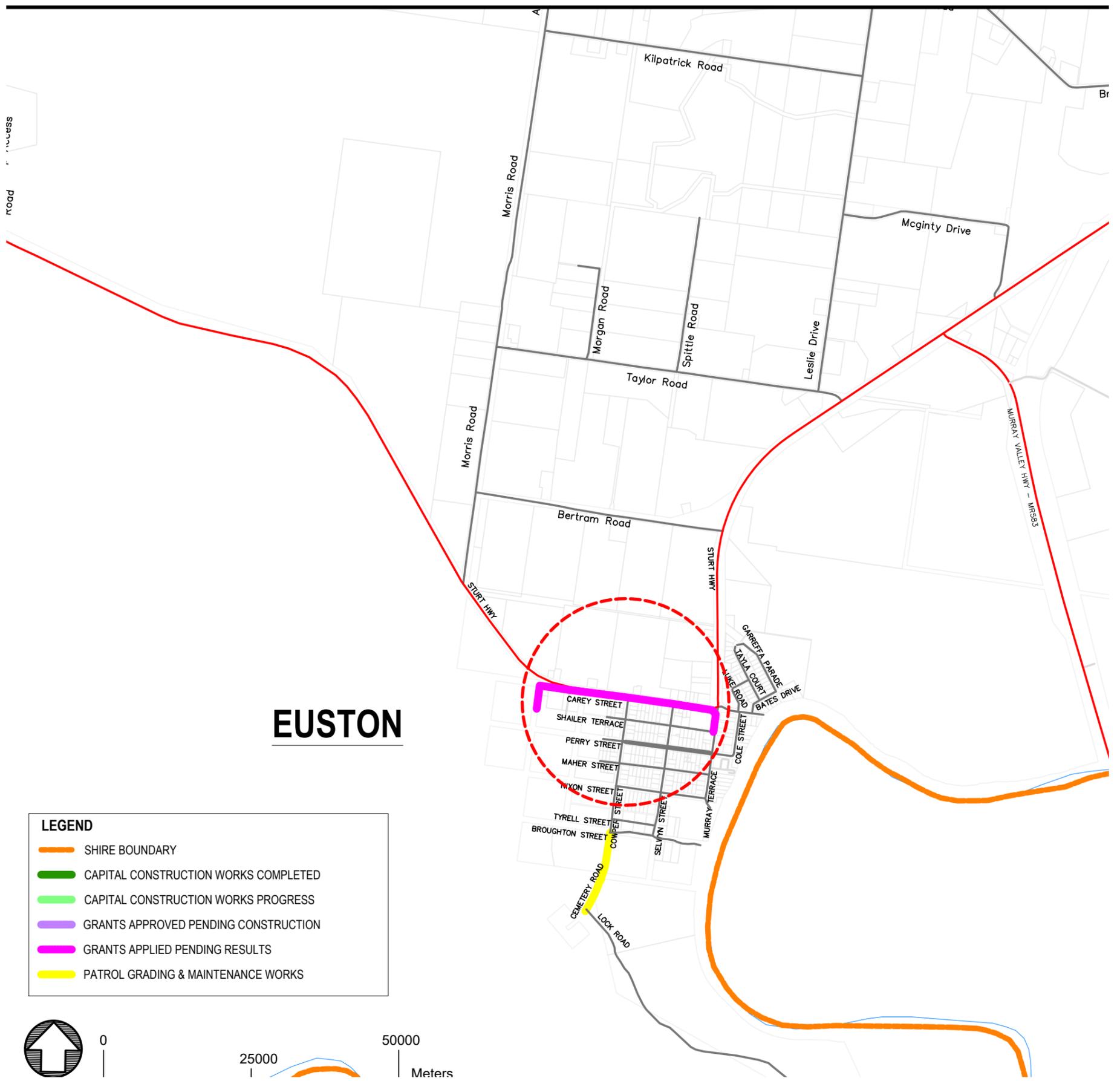
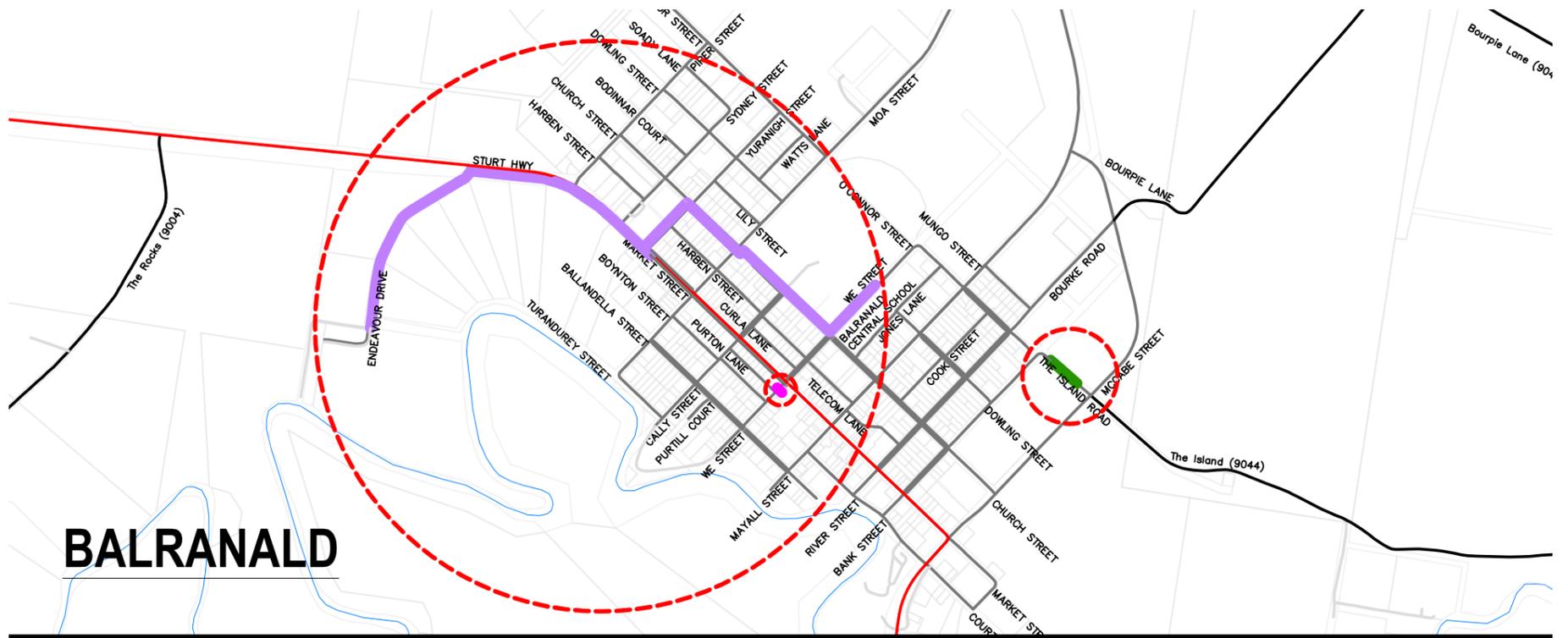
Funding Body: TRONOX
 Purpose of Funding: Maintenance of Regional Road 67 – Balranald Ivanhoe Road (Heavy Patching)
 Funding Amount: **\$1,000,000**

Transport for NSW – Reconstruction	Estimated Cost	Status as at 30 January 2026		
		% Completion	% Expenditure	Comments
MR67 – Balranald Ivanhoe Road Maintenance between Hatfield The Vale Road South and Balranald Shire Boundary towards Ivanhoe.	\$1,000,000.00	4	4	Planning
Total Planned Expenditure for 2025-2026	\$1,000,000.00			Funding received \$282,439

5.6 **Grants Applied For**

Grant/Project	Description	Funding Value	Council Co-contribution	Date Submitted	Status
Safer Local Roads and Infrastructure Program – Round 4	Tapalin Mail Road 7.7km Seal Construction	\$2,640,000	\$660,000	June 2025	Pending
Safer Local Roads and Infrastructure Program – Round 4	Benanee Road 15km Seal Construction	\$4,944,000	\$1,236,000	30 Sep 2025	Pending
Safer Local Roads and Infrastructure Program – Round 4	MR67 Balranald Ivanhoe Road Rest Areas	\$400,000	\$100,000	30 Sep 2025	Pending
Disaster Ready Fund – Round 3	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	Successful. Waiting for Funding Deed
Towards Zero Safer Roads Program – High Pedestrian Activity Area	Balranald Library Pedestrian Crossing	\$151,280	0	31 Oct 2025	Pending
Get NSW Active FY26/27	Footpath from Euston Primary School to Recreational Reserve	\$580,000	0	12 Dec 2025	Pending
Get NSW Active FY26/27	Balranald Active Transport Plan	\$76,000	0	12 Dec 2025	Pending





LEGEND

- SHIRE BOUNDARY
- CAPITAL CONSTRUCTION WORKS COMPLETED
- CAPITAL CONSTRUCTION WORKS PROGRESS
- GRANTS APPROVED PENDING CONSTRUCTION
- GRANTS APPLIED PENDING RESULTS
- PATROL GRADING & MAINTENANCE WORKS



11.10 OUTSTANDING ACTIONS

File Number:	D26.119893
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.

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 - February 2026 [↓](#) 

ACTIONS REPORT

Printed: 11 February 2026 8:47 AM

Division:
Committee: Council
Officer:

Date From:
Date To:

CHIEF EXECUTIVE OFFICER AND EXECUTIVE SERVICES

Meeting	Date	Officer	Title	Target
Council 16/12/2025	16/12/2025	Dodds PSM, Terry	Office Accommodation Alternative	13/01/2026

Notes

Meeting	Date	Officer	Title	Target
Council 16/12/2025	16/12/2025	Dodds PSM, Terry	Renewed Parliamentary Inquiry into Local Government Sustainability	13/01/2026

Notes

10 Feb 2026 2:06pm Dodds PSM, Terry

Completed. Reported to council.

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

Notes

26 Nov 2025 9:38am Holmes, Carol - Target Date Revision

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 16/09/2025	16/09/2025	Dodds PSM, Terry	CEO Performance Review Panel	14/10/2025

Notes

10 Oct 2025 2:11pm Bascomb, Peter

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.

10 Feb 2026 2:05pm Dodds PSM, Terry

Council report agenda 17th Feb. Completed.

Meeting	Date	Officer	Title	Target
Council 16/09/2025	16/09/2025	Dodds PSM, Terry	Performance Improvement Orders Update	14/10/2025

Notes

10 Oct 2025 2:09pm Bascomb, Peter

The PIO update was provided to OLG and on the ARIC agenda 15 October., This matter is now complete.

10 Feb 2026 2:07pm Dodds PSM, Terry

PIO update forwarded to OLG 21/1/26

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

Notes

09 Sep 2025 5:27pm Bascomb, Peter

An updated housing policy will be presented to Council. This item will be complete on the adoption of the updated policy.

10 Oct 2025 2:13pm Bascomb, Peter

The house is now being used by three staff, with occasional use by a fourth.

10 Nov 2025 12:34pm Holmes, Carol - Reallocation

Action reassigned to Dodds, Terry by Holmes, Carol - Peter no longer works for Council and Terry is CEO

10 Feb 2026 2:14pm Dodds PSM, Terry

Part 1 and 2 of resolution complete. Part 3 and 4 ongoing.

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

Notes

10 Nov 2025 12:51pm Holmes, Carol - Target Date Revision

Target date changed by Holmes, Carol from 18 November 2025 to 24 November 2025 - Waiting for the draft letter for Mayor to endorse

ACTIONS REPORT

Printed: 11 February 2026 8:47 AM

Division:
Committee: Council
Officer:

Date From:
Date To:

Meeting	Date	Officer	Title	Target
Council 20/05/2025	20/05/2025	Dodds PSM, Terry	Yanga National Park Fuel Load	17/06/2025

Notes**10 Nov 2025 12:35pm Holmes, Carol - Reallocation**

Action reassigned to Dodds, Terry by Holmes, Carol - Peter no longer works for 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

Notes**04 Jun 2025 12:21pm Edgcome-Lucas, Adrian - Target Date Revision**

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 19/08/2025	19/08/2025	Dodds PSM, Terry	Expansion of Office Space	16/09/2025

Notes**09 Sep 2025 5:26pm Bascomb, Peter**

This is an ongoing action. Following informal discussion with councillors, the matter has been resubmitted to the 21 October 2025 meeting.

10 Nov 2025 12:33pm Holmes, Carol - Reallocation

Action reassigned to Dodds, Terry by Holmes, Carol - Peter no longer works with Council and Terry is CEO

10 Feb 2026 2:05pm Dodds PSM, Terry

Expression of Interest advertised.

10 Feb 2026 2:12pm Dodds PSM, Terry

Resolution no longer relevant. Council resolved to investigate a modular office solution at the Depot. EOI currently advertised.

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

Notes**03 Mar 2025 4:04pm Holmes, Carol - Reallocation**

Action reassigned to Bascomb, Peter by Holmes, Carol - Peter being the Interim General Manager

05 May 2025 12:17pm Bascomb, Peter

Concept design completed and costed. These will be used when a suitable funding program is identified.

10 Oct 2025 2:21pm Bascomb, Peter

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.

10 Nov 2025 12:36pm Holmes, Carol - Reallocation

Action reassigned to Dodds, Terry by Holmes, Carol - Peter no longer works for Council

10 Feb 2026 2:10pm Dodds PSM, Terry

Part of the Sustainable Community's grant application process. Ongoing.

ACTIONS REPORT

Printed: 11 February 2026 8:47 AM

Division:
Committee: Council
Officer:

Date From:
Date To:

GOVERNANCE, BUSINESS & COMMUNITY SERVICES

Meeting	Date	Officer	Title	Target
Council 16/12/2025	16/12/2025	Mallet, Connie	Draft Balranald Shire Economic Development Strategy 2025-2030	13/01/2026
Notes				

Meeting	Date	Officer	Title	Target
Council 16/12/2025	16/12/2025	Mallet, Connie	Draft Balranald Shire Council Destination Management Plan 2026-2031	13/01/2026
Notes				

Meeting	Date	Officer	Title	Target
Council 20/05/2025	20/05/2025	Beauliv, Hodi	Balranald Caravan Park Management and Operation	17/06/2025
Notes				
09 Sep 2025 5:11pm Bascomb, Peter				
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.				
10 Nov 2025 12:36pm Holmes, Carol - Reallocation				
Action reassigned to Beauliv, Hodi by Holmes, Carol - Peter no longer works for Council, and Caravan Park is under the directorate of Hodi				
10 Feb 2026 10:14pm Beauliv, Hodi				
Councillor Information Session held 29 January 2026 to receive advice from Crown Lands.. Updated Council Report for management and operation of Caravan Park tabled at February 2026 meeting. This ACTION is now COMPLETE				

Meeting	Date	Officer	Title	Target
Council 16/09/2025	16/09/2025	Beauliv, Hodi	Review of Council Policies	14/10/2025
Notes				

Meeting	Date	Officer	Title	Target
Council 18/11/2025	18/11/2025	Beauliv, Hodi	Notice of Motion - Motions for November Meeting	16/12/2025
Notes				
25 Nov 2025 10:12am Holmes, Carol - Reallocation				
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.				

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.				

ACTIONS REPORT

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Division:
Committee: Council
Officer:

Date From:
Date To:

Meeting	Date	Officer	Title	Target
Council 16/12/2025	16/12/2025	Beauliv, Hodi	Notice of Motion - Balranald Football Oval with a LED Matrix Scoreboard	13/01/2026

Notes**19 Dec 2025 1:59pm Holmes, Carol - Reallocation**

Action reassigned to Beauliv, Hodi by Holmes, Carol - Hodi, being the Executive Manager: Community & Governance

Meeting	Date	Officer	Title	Target
Council 16/12/2025	16/12/2025	Beauliv, Hodi	Notice of Motion - Flying High Arts Festival 2026	13/01/2026

Notes**19 Dec 2025 1:58pm Holmes, Carol - Reallocation**

Action reassigned to Beauliv, Hodi by Holmes, Carol - Hodi, being the Executive Manager: Governance and Community

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 Councils.

Meeting	Date	Officer	Title	Target
Council 16/09/2025	16/09/2025	Beauliv, Hodi	Application for Local Jobs Local People funding	14/10/2025

Notes**08 Dec 2025 7:32pm Beauliv, Hodi**

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 21/10/2025	21/10/2025	McKinley, David	Notice of Motion - Selwyn Street, Euston	1/04/2027

Notes**05 Nov 2025 5:13pm McKinley, David - Target Date Revision**

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

05 Dec 2025 2:27pm McKinley, David - Target Date Revision

Target date changed by McKinley, David from 04 June 2026 to 01 April 2027 - this appears to be a double up

ACTIONS REPORT

Printed: 11 February 2026 8:47 AM

Division:
Committee: Council
Officer:

Date From:
Date To:

INFRASTRUCTURE & PLANNING SERVICES

Meeting	Date	Officer	Title	Target
Council 21/10/2025	21/10/2025	McKinley, David	Balranald Library Pedestrian Connectivity Improvement Proposal	1/06/2026

Notes

25 Nov 2025 10:26am Holmes, Carol - Reallocation

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

05 Dec 2025 2:25pm McKinley, David - Target Date Revision

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

Meeting	Date	Officer	Title	Target
Council 16/09/2025	16/09/2025	McKinley, David	Kyalite Raw Water Project	30/01/2026

Notes

10 Oct 2025 2:09pm Bascomb, Peter - Reallocation

Action reassigned to McKinley, David by Bascomb, Peter - To work with the group to get an invoice from the group and make the donation.

05 Nov 2025 5:31pm McKinley, David - Target Date Revision

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 19/08/2025	19/08/2025	McKinley, David	Harben Street Drainage Issues	23/03/2026

Notes

20 Aug 2025 4:55pm Holmes, Carol - Reallocation

Action reassigned to McKinley, David by Holmes, Carol - Being the Director of Infrastructure

09 Oct 2025 2:49pm McKinley, David - Target Date Revision

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 19/08/2025	19/08/2025	McKinley, David	Euston Progressive Advisory Committee - Monday 28 July 2025	15/06/2026

Notes

09 Oct 2025 2:48pm McKinley, David - Target Date Revision

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

Notes

05 Nov 2025 5:27pm McKinley, David - Target Date Revision

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 organising the resources to make this happen

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 21/10/2025	21/10/2025	McKinley, David	Additional Office Accommodation	31/12/2025

Notes

05 Nov 2025 5:20pm McKinley, David - Target Date Revision

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"

ACTIONS REPORT

Printed: 11 February 2026 8:47 AM

Division:
Committee: Council
Officer:

Date From:
Date To:

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

Notes

04 Jul 2025 12:41pm Holmes, Carol

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

04 Jul 2025 12:42pm Holmes, Carol - Target Date Revision

Target date changed by McKinley, David from 24 December 2024 to 31 December 2025 - Working Progress

05 Dec 2025 2:34pm McKinley, David - Target Date Revision

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 feedback ahead of the Feb 2026 Council meeting

Meeting	Date	Officer	Title	Target
Council 21/10/2025	21/10/2025	McKinley, David	Motion	1/04/2027

Notes

10 Nov 2025 12:52pm Holmes, Carol - Reallocation

Action reassigned to McKinley, David by Holmes, Carol - David being the Director Infrastructure & Planning

05 Dec 2025 2:22pm McKinley, David - Target Date Revision

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 26/11/2024	26/11/2024	McKinley, David	Mayoral Minute - Rural Addressing	31/12/2026

Notes

02 Dec 2024 12:28pm McKinley, David - Target Date Revision

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:

02 Dec 2024 12:28pm McKinley, David - Target Date Revision

Target date changed by McKinley, David from 24 December 2024 to 24 December 2024 - 3

02 Dec 2024 12:33pm McKinley, David - Target Date Revision

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

11 Mar 2025 10:38am McKinley, David - Target Date Revision

Target date changed by McKinley, David from 31 December 2026 to 31 December 2026 - Organising budget item for consideration in the future CSP DP

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

03 Mar 2025 4:03pm Holmes, Carol - Reallocation

Action reassigned to Bascomb, Peter by Holmes, Carol - Peter being the Interim General Manager

14 Apr 2025 12:07pm Bascomb, Peter - Reallocation

Action reassigned to McKinley, David by Bascomb, Peter - responsible officer

07 May 2025 1:30pm McKinley, David - Target Date Revision

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

03 Jul 2025 5:49pm McKinley, David - Target Date Revision

Target date changed by McKinley, David from 01 July 2025 to 01 April 2026 - Works being programmed

ACTIONS REPORT

Printed: 11 February 2026 8:47 AM

Division:
Committee: Council
Officer:

Date From:
Date To:

Meeting	Date	Officer	Title	Target
Council 18/02/2025	18/02/2025	McKinley, David	Notice of Motion - Installation of Playground	1/09/2026

Notes

03 Mar 2025 4:03pm Holmes, Carol - Reallocation

Action reassigned to Bascomb, Peter by Holmes, Carol - Peter being the Interim General Manager

14 Apr 2025 12:06pm Bascomb, Peter - Reallocation

Action reassigned to McKinley, David by Bascomb, Peter - responsible officer

07 May 2025 1:27pm McKinley, David - Target Date Revision

Target date changed by McKinley, David from 18 March 2025 to 01 July 2025 - See 8.1

03 Jul 2025 5:47pm McKinley, David - Target Date Revision

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 17/06/2025	17/06/2025	McKinley, David	Euston Progressive Advisory Committee Meeting held on Monday, 28 April 2025	1/04/2026

Notes

04 Jul 2025 12:19pm Holmes, Carol - Reallocation

Action reassigned to McKinley, David by Holmes, Carol - David being the Director of Infrastructure & Planning

09 Oct 2025 2:32pm McKinley, David - Target Date Revision

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 18/11/2025	18/11/2025	McKinley, David	Euston Recreational Reserve Active Transport Connection Options Assessment	2/03/2026

Notes

25 Nov 2025 10:17am Holmes, Carol - Reallocation

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.

05 Dec 2025 2:18pm McKinley, David - Target Date Revision

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 15/07/2025	15/07/2025	McKinley, David	Notice of Motion - Footpath to Recreation Reserve, Euston	1/12/2026

Notes

07 Aug 2025 5:57pm McKinley, David - Target Date Revision

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 16/09/2025	16/09/2025	McKinley, David	Nixon St Euston Drainage	27/02/2026

Notes

10 Oct 2025 2:07pm Bascomb, Peter - Reallocation

Action reassigned to McKinley, David by Bascomb, Peter - More relevant to DMcK

10 Oct 2025 2:21pm McKinley, David - Target Date Revision

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 programming 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

Notes

09 Oct 2025 2:47pm McKinley, David - Target Date Revision

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 in terms of design and communication sits with Hodi's team

ACTIONS REPORT

Printed: 11 February 2026 8:47 AM

Division:
Committee: Council
Officer:

Date From:
Date To:

Meeting	Date	Officer	Title	Target
Council 16/12/2025	16/12/2025	McKinley, David	Tourism & Economic Development Advisory Committee held on Wednesday 19 November 2025	13/01/2026

Notes**19 Dec 2025 2:01pm Holmes, Carol - Reallocation**

Action reassigned to McKinley, David by Holmes, Carol - David being the Director Infrastructure & Planning Services

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

Notes**03 Mar 2025 4:03pm Holmes, Carol - Reallocation**

Action reassigned to Bascomb, Peter by Holmes, Carol - Peter being the Interim General Manager

14 Apr 2025 12:08pm Bascomb, Peter - Reallocation

Action reassigned to McKinley, David by Bascomb, Peter - responsible officer

07 May 2025 1:42pm McKinley, David - Target Date Revision

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

03 Jul 2025 5:52pm McKinley, David - Target Date Revision

Target date changed by McKinley, David from 04 August 2025 to 03 November 2025 - This project will have 4 stages first stage will target the drainage adjacent to the Early Learning centre

05 Nov 2025 5:33pm McKinley, David - Target Date Revision

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

11.11 MEETINGS ATTENDED BY THE MAYOR, THE CHIEF EXECUTIVE OFFICER AND THE EXECUTIVE TEAM

File Number: D26.119572
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.

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 Monday 22 December 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 Monday 22 December 2025.

FINANCIAL IMPLICATION

Nil

LEGISLATIVE IMPLICATION

Nil

POLICY IMPLICATION

Nil

RISK RATING

Low

ATTACHMENTS

1. Meetings attended by Mayor and Executive [↓](#) 

Date	Meeting	Topic	Who Was Involved
22/12/25	Market Day	Stop Shop Market Day	CEO and EMCG
22/12/25	Teams Meeting	Australian Mining Cities	EMCG
23/12/25	Catch Up	Regular Catch Up	Mayor and CEO
2026			
6/1/26	Site Visit	Iluka	CEO and EMCG
6/1/26	Catch Up	Regular Catch Up	Mayor and CEO
8/1/26	Teams	Monthly Cadence Meeting	EMCG
12/1/26	Catch Up	Weekly Manager/Exec Meeting	CEO, DIPS, EMCG & CFO
12/1/26	Australia Day	Australia Day Organising	Mayor, CEO and EMCG
13/1/26	Catch Up	Regular Catch Up	Mayor and CEO
15/1/26	Catch Up	Return to Work Coordinator	EMCG
16/1/26	Teams	GMAC	CEO
19/1/26	Catch Up	Weekly Manager/Exec Meeting	CEO, DIPS, EMCG & CFO
19/1/26	Teams	Reconnecting Rivers Country Program	CEO & EMCG
20/1/26	Catch Up	Fortnightly Exec Meeting	CEO, DIPS, EMCG & CFO
20/1/26	Catch Up	Regular Catch Up	Mayor and CEO
22/1/26	Iluka	Update Iluka Engagements	CEO & EMCG
22/1/26	Teams	General Managers Briefing	CEO
22/1/26	Teams	South West REZ	CEO & EMCG
22/1/26	Australia Day	Finalising Australia Day	Mayor, CEO & EMCG
22/1/26	Teams	GM Briefing & Strategic Planning	
23/1/26	Teams	Darling, Murrumbidgee, Murray Rural Services Network	EMCG
26/1/26	Australia Day	Presentations and Ambassador	Mayor, CEO, EMCG
27/1/26	Teams	Balranald SCP Project Discussion	EMCG
27/1/26	Catch Up	Weekly Manager/Exec Meeting	CEO, DIPS, EMCG & CFO
27/1/26	Catch Up	Regular Catch Up	Mayor & CEO
27/1/26	Fuel Depot	Discussions regarding Fuel Depot in Euston	Mayor & 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
28/1/26	Radio Interview	Weekly 3SH Radio Interview	CEO
29/1/26	Teams	Water meeting (CSO capital funding) and Housing Assurance Fund (federal: social/low cost housing)	CEO & EMCG
29/1/26	Council	Extraordinary Council Meeting & Information Sessions	Mayor, CEO, DIPS, EMCG & CFO
2/2/26	Teams	ARIC Forward Planning	CEO & EMCG
2/2/26	Performance Agreement	CEO Key Performance Indicators & Performance Agreement	Mayor
2/2/26	Catch Up	Weekly Manager/Exec Meeting	CEO, DIPS, EMCG & CFO
2/2/26	Drought	Dry Conditions @ Homebush	EMCG
3/2/26	Catch Up	Fortnightly Exec Meeting	CEO, DIPS, EMCG & CFO
3/2/26	Catch Up	Regular Catch Up	Mayor and CEO
3/2/26	Drought	Dry Conditions @ Euston	EMCG
4/2/26	Radio Interview	Weekly 3SH Radio Interview	CEO
4/2/26	Drought	Dry Conditions & Roundtable @ Wentworth	Mayor, CEO & EMCG
5/2/26	Southern Cross Museum	Visit	CEO & EMCG
5/2/26	Teams	REW N	EMCG
9/2/26	Catch Up	Weekly Manager/Exec Meeting	CEO, DIPS, EMCG & CFO
10/2/26	Transport Forum	Quarterly Meeting	Mayor, CEO & DIPS
10/2/26	Catch Up	Regular Catch Up	Mayor & CEO
10/2/26	Teams	MDA Region 4	Mayor & CEO
10/2/26	Exec Meeting	Agenda Review	CEO, DIPS, EMCG & CFO
11/2/26	Radio Interview	Weekly 3SH Radio Interview	CEO
12/2/26	LEMC Meeting	Quarterly Meeting	Mayor, CEO & DIPS
13/2/26	Dinner	RAMJO	Mayor & CEO
13/2/26	Board Meeting	RAMJO	Mayor & CEO
16/2/26	Catch Up	Weekly Manager/Exec Meeting	CEO, DIPS, EMCG & CFO
16/2/26	Exec Meeting	Fortnightly Exec Meeting	CEO, DIPS, EMCG & CFO
17/2/26	Ordinary Meeting	Monthly Council Meeting	Mayor, CEO, DIPS, EMCG & CFO

Mayor – Cr Louie Zaffina

Chief Executive Officer (CEO) – Mr Terry Dodds PSM
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Chief Financial Officer (CFO) – Ms Edna Mendes
--

Executive Manager – Community & Governance (EMCG) – Hodi Beauliv
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Director of Infrastructure & Planning Services (DIPS) – Mr David McKinley

Project Manager – Adrian Edgecome-Lucas

11.12 CIRCULARS FROM THE OFFICE OF LOCAL GOVERNMENT

File Number: D26.119849
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.

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

25-43 Local Government Code of Accounting Practice and Financial Reporting 2025-2026
26-01 Release of Quarterly Budget Review Statement Data Return Templates
26-02 2025 Model Meeting Code – Supplementary guidance and updated FAQs

All circulars can be found on the OLG's website at [Circulars – Office of Local Government NSW](#)

Correspondence received by The Hon. Ron Hoenig regarding Joint Organisations is attached for information.

FINANCIAL IMPLICATION

Nil

LEGISLATIVE IMPLICATION

Nil

POLICY IMPLICATION

Nil

RISK RATING

Low

ATTACHMENTS

1. Letter from The Hon. Ron Hoenig [↓](#) 

The Hon. Ron Hoenig MP

Leader of the House in the Legislative Assembly
Vice-President of the Executive Council
Minister for Local Government



Our Ref: A989543

His Worship the Mayor
Cr Louie Zaffina
Balranald Shire Council

Mr Terry Dodds
General Manager
Balranald Shire Council

via email: lzaffina@balranald.nsw.gov.au , tdodds@balranald.nsw.gov.au
cc: council@balranald.nsw.gov.au

Dear Cr Zaffina and Mr Dodds,

I write to you regarding a refresh to the framework that governs Joint Organisations (JOs) in NSW.

While visiting councils across the State, I have heard clearly that the JO model is not delivering for all councils. Five of the 13 JOs are in hiatus and some councils wish to collaborate with different JOs than the ones they were assigned to in 2018. While some groups of Councils work very well within the JO format, others prefer to use Regional Organisations of Councils to collaborate.

As a former President of a Regional Organisation of Councils, I know first-hand that regional collaboration can deliver better policy outcomes and improved service delivery for communities – but only when it is voluntarily led by civic leaders in a region, who can see a political and organisational benefit from co-operating. Councils should be free to collaborate in a form they see fit, and I want to ensure the State is not putting unnecessary restrictions or requirements on how you may wish to come together.

I have asked the Office of Local Government to undertake a review of JO memberships and boundaries. Existing JOs that are in hiatus may apply to be wound up and councils may apply to join a different JO to the one they are currently in. Should metropolitan councils wish to form JOs, that can be considered through this process.

I intend that the arrangement of Joint Organisations produced through this review should be consistent for at least a period of four years in order to provide certainty to Government agencies that provide grants, as well as for strategic planning and organisational purposes. In the long-run, the Government intends to perform regular reviews of Joint Organisation memberships within 12 months of regularly scheduled Local Government elections.

52 Martin Place Sydney NSW 2000
GPO Box 5341 Sydney NSW 2001

02 7225 6150
nsw.gov.au/ministerhoenig

1

To deliver this opportunity, I am seeking your advice and intention on whether your council wants to be a member of a JO, and the JO that it would like to join, create, withdraw from, or retain membership of.

I invite you, along with all councils in NSW, to provide this information back to OLG by **5pm, Tuesday 31 March 2026**. Based on your preferences, the NSW Government will then prepare a new suite of proclamations for the Governor to reset JO statuses, memberships, boundaries and governance arrangements for NSW.

By writing to every Lord Mayor and Mayor in the State, I am giving you an opportunity to talk to your colleagues and present me with a lasting, council-driven solution to regional collaboration.

I have asked Brett Whitworth PSM, Deputy Secretary of Office of Local Government in the Department of Planning, Housing and Infrastructure to organise a number of information sessions to help address any questions that you may have. More information on these sessions, and this process, will be available shortly.

Please provide your preferences directly to OLG at councilengagement@olg.nsw.gov.au. If you have any further questions, please contact OLG's Engagement team on 02 4428 4100 or your OLG Council Engagement Manager.

Yours sincerely,



The Hon. Ron Hoenig MP
Leader of the House in the Legislative Assembly
Vice-President of the Executive Council
Minister for Local Government

9 February 2026

11.13 CORRESPONDENCE

File Number: D26.119848
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.

PURPOSE OF REPORT

To advise Council of some recent correspondence received and/or forwarded which may be of interest.

OFFICER RECOMMENDATION

That the report be received and noted.

REPORT

1. Minutes of the RRCP Briefing held on Monday 19 January 2026

FINANCIAL IMPLICATION

Nil

LEGISLATIVE IMPLICATION

Nil

POLICY IMPLICATION

Nil

RISK RATING

Low

ATTACHMENTS

1. Minutes - RRCP Briefing held on 19 January 2026 [↓](#) 

Department of Climate Change, Energy, the Environment and Water

Meeting Minutes



RRCP Briefing: Balranald Council

Held on: Monday 19th 2026 @10-11am

At: Microsoft Teams

Attended – Teams meeting

Balranald Council

1. Terry Dodds – CEO
2. Louis Zaffina - Mayor
3. German Ugarte - Councillor
4. Hodi Beauliv – Executive Manager Community and Governance
5. Alison Linnett - Councillor
6. Iain Lindsay – Field - Councillor

RRCP

7. Claire Turrell – Operations Support Manager
8. Christopher Stainwright – Senior Project Officer
9. Lynne Ferrier – Acquisition Manager
10. Liz Low – Relationship Manager
11. Claudio Fuentes Germany – Senior Project Officer
12. Brooke Starkey – Senior Project Officer

Background

The RRCP team introduced the program’s purpose—relaxing physical and operational constraints on the Murrumbidgee River—and explained the legal authorising environment, including the August 2025 gazettal of the LNS declaration order. The meeting also clarified planning certificate processes, modelling outcomes, and Council’s position regarding impacts within its boundary.

Key Issues

- Review of updated inundation mapping supported “No works or actions required” for identified sites (RRCP internal references B1, B2, B3 and HLTH1).
- Clarifications about flow levels, gauge interpretation, and the relationship between proposed RRCP flows and minor flood levels.
- Discussion regarding integration of updated river structures such as levee banks into modelling.

Meeting Minutes



Key Concerns

- Funding certainty: Councillors asked about the likelihood of securing federal funding for Phase 2; RRCP confirmed they are working actively but cannot guarantee funding at this stage.
- Blackwater events: Councillors asked about hypoxic blackwater following inundation; RRCP noted existing technical assessments and committed to further follow up if required.
- Coverage gaps: Councillors highlighted concern that landholders west of Balranald were not included in Phase 1 which may require holding lines.
- Mapping: Local knowledge suggested further discussions in inundation maps, including areas around the hospital, caravan park, and river bend and sequencing of inundation.
- Coordination across government: RRCP's modelling team working with other state-led floodplain or hydrology studies underway in the region.

Actions and Next Steps

- RRCP
 - to follow up on local mapping concerns, including the hospital and caravan park areas, and provide clarification via updated modelling or technical team feedback.
 - Further discuss weir upgrades with Council and benefits for Yanga NP.
 - provide links to the inundation mapping tool, Sentinel modelling, and the hypoxic blackwater technical assessment.
 - investigate coordination with the state flood research team (contact: K. Small) and confirm linkages between modelling groups.
 - further discussions with council to verify council owned and crown managed land parcels potentially requiring easements.
 - supply councillors with clear speaking points for responding to community enquiries, particularly from landholders west of Balranald.
 - Close listings for sites (RRCP internal references) B1, B2, B3 and HLTH1 as flow mapping and stakeholder consultation agree "No works or actions required".

OFFICIAL - Sensitive - NSW Government
Department of Climate Change, Energy, the Environment and Water

Meeting Minutes



- Council
 - complete the RRCP survey to help identify system constraints and confirm key contacts for planning certificate processes.
 - Follow up meeting to be scheduled to revisit inundation mapping with local input and consider impacts of new infrastructure (e.g., levee bank)

5 QUESTIONS ON NOTICE

Nil

6 CONFIDENTIAL MATTERS

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 Fire Damaged Building - 92 Market Street Balranald

This matter is considered to be confidential under Section 10A(2) - c 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 information that would, if disclosed, confer a commercial advantage on a person with whom the Council is conducting (or proposes to conduct) business.

30.2 Mayoral Minute - Chief Executive Officer's 2025/2026 Performance Agreement

This matter is considered to be confidential under Section 10A(2) - a 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 personnel matters concerning particular individuals (other than councillors).

7 CLOSURE OF MEETING